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DEMONSTRATION OF TWO SIMULATIONS OF INTERNAL
REVOLUTIONARY CONFLICT: POLITICA AND AGILE-COIN

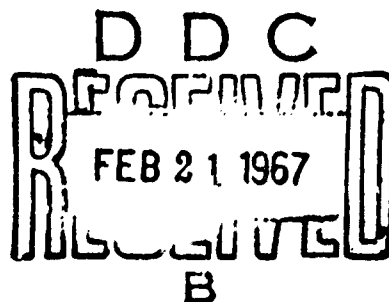
Counter-Insurgency Research and Development Symposium
June, 1966

Prepared by
Abt Associates Inc.
55 Wheeler Street
Cambridge, Massachusetts

For
The Advanced Research Projects Agency
The Pentagon
Washington, D. C.

Contract No. DA-49-083 OSA-3062
Project AGILE
ARPA Order No. 681

January, 1967



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1. INTRODUCTION

Under the sponsorship of the Advanced Research Projects Agency, Abt Associates Inc. conducted two COIN game demonstrations during the First Counterinsurgency Research and Development Symposium (CIRADS). Participating in the exercises were members of the ARPA Project AGILE field staff and other interested attendants at the symposium. The games were conducted on two consecutive evenings, June 15 and 16, at the Institute for Defense Analysis. Abt Associates Inc. is grateful for the cooperation given them by both IDA personnel and the CIRADS staff.

The two games demonstrated were POLITICA and AGILE-COIN. The "Inertia" scenario was chosen for POLITICA because, of the three, it emphasizes best the conspiratorial elements of counterinsurgency. The play of AGILE-COIN utilized the outcome of POLITICA as its scenario. The scenarios, player profiles and rules for both games are attached to this report as Appendix I.

The development and previous demonstrations of these games are described and analyzed in Counter-Insurgency Game Design Feasibility and Evaluation Study, November, 1965; Six Demonstrations of the ARPA AGILE-COIN Game, October, 1966; and COCON-COUNTERCONSPIRACY (POLITICA) The Development of a Simulation of Internal National Conflict Under Revolutionary Conditions, October, 1966. All above mentioned work was performed under Contract No. DA-49-083-OSA-3062, ARPA Order Number 681.

2. COCON (COUNTERCONSPIRACY) DEMONSTRATION OF POLITICA, INERTIA SCENARIO

2.1. Game Summary

Evidences of conspiracy were already visible at the start of the game when Col. Morgan, Commander of the military garrison in Lucretia, reported evidence to General Moreno of a plot between that province's governor, Lt. Col. Sanza, and General Navarro, head of the secret police, (FANG) to do away with Brig. General Medina, administrative head of the government. Moreno in turn informed Field Marshall Suballa ("El Caudillo") of the alleged conspiracy which by this time involved Albeniz and Torremolinos, the other two military governors, as well. Their criticisms reached Suballa and were instrumental in his promoting Medina to the Ambassadorship of Rome and out of the way. Cervantes was then promoted to take Medina's place.

In the meantime, Prof. Gianelli, paroled head of the illegal RDP, was discreetly attempting to amass support for a democratic government in the country. He was unsuccessful in doing much more than periodically distracting attention from Navarro and his supporters and from the FLN, headed by the well-known Communist Saladio and Pedro Lefevre. When it became evident that he was being mistaken as a member of the FLN, Saladio shot him.

Shortly after Cervantes' promotion, El Caudillo was stricken with Black Rot and died suddenly. General Moreno was elected to replace him, and immediately solicited aid from the U.S. He was not in office long when unrest broke out among the Lucretian peasants, allegedly aroused by the FLN, and the students of San Filomeno University intensified their support for Prof. Garcia and the RDP. Moreno's power was only titular and the government was in fact in the hands of Navarro, operating through his trusted agent, Cervantes. In a power play in the capital, Gen. Moreno was overthrown by Cervantes with the help of Col. de Prano's troops, and sent to exile in Washington.

With Moreno's exit, Cervantes moved into the first position. Approached by Saladio, Cervantes assured him that he would act as front man for an FLN takeover. While he and Col. Torremolinos were organizing the government, promises of loyalty were made by the middle class and industrial workers of San Filomena.

Meanwhile, in Lucretia, the military was overthrown by Jimenez (an agent of the FLN), who formed a coalition with the Sarakhanese workers and Inertian peasants. In another timely move, the FLN cut the railroad between Marinara and the capital, completely isolating the fishermen and cannery workers and preventing Cervantes from sending troops to quiet the unrest there.

Back in the capital, however, Cervantes had amassed power of his own. Credenza had given the new president money and support and he was able to buy Col. Morgan's troops. The Industrial Workers, having received money from Cervantes, also relinquished their troops and power. After the railroad to Marinara was repaired, the Popular Front organized there declared itself for Cervantes. General Medina, a powerless functionary, was brought back from Rome to be Vice President, appeasing the mourning supporters of "El Caudillo." Now confident of his own strength in the capital and Marinara, Cervantes disavowed his association with the FLN and shot Saladio, its leader.

2.2 Game Activity Detailed

The following section presents a detailed description of the political and military interactions and communications which took place in this demonstration of POLITICA. The events are in chronological order, according to the province in which they occurred.

LUCRETIA

The following persons started out in this province:

Wang Ba Dan
 Troung Van Dong
 "EL TIGRE" Guzman
 Col. Morgan
 F. Pascual
 Inertian Peasants
 Lt. Col. Sanza
 Choi Oi Sao
 Sarakhanese workers

SANTA FILOMENA

The following persons started out in this province:

Carlos Armendariz
 Y. F. Bill
 El Caudillo
 Cervantes
 Credezna
 J. Garcia
 Prof. Gianelli
 E. Greenough
 Lauterpacht
 Lefevre
 Gen. Medina
 Middle Class
 Gen. Moreno
 Gen. Navarro
 Col. de Prano
 Alexander Pippin
 Richardson
 Slum,
 Students
 Col. Torremolinos
 Industrial workers

Lauterpacht and Armendariz proposed getting together to organize a program to bring tourists to Inertia.

Garcia held discussions with the Industrial workers in which the economic condition of the workers was discussed.

A conference was held in the government palace.

MARINARA

The following persons started out in this province:

Lt. Col. Albeniz
 Arthur Caulfield
 Fishermen
 F. Jiminez
 Col. Madeira
 Fernando Marico
 Getulio Martinez
 Middle Class
 Plant workers
 Port slums
 Pancho Vargas

Marico asks Albeniz for help in promotion of a new hotel.

MESSAGE: (Col. Morgan to Gen. Moreno):
 "Have evidence that Sanza is plotting with Navarro to seize power here should Navarro start a rebellion. You should tell El Caudillo and arrest Sanza."

LUCRETIA

"EL TIGRE" Guzman requested the rent from the Sarakhanese workers; workers said they could not pay until they received their wages.

SANTA FILOMENA

The Industrial workers agreed to help Lefevre in his attempt to promote tourism; but wanted a bribe before they would agree. They received \$1,000.

Lefevre and Lauterpacht discussed the tourist promotion. Lauterpacht suggested that Lefevre see Torremolinos.

Gen. Moreno told El Caudillo of the alleged plot by Sanza and Navarro against him.

Garcia and the Slums engaged in a discussion.

MESSAGE: (Credenza to Pascual & Guzman): "Report to me in Santa Filomena on the status of plantations and rent collections."

The Sarakhanese workers told Pascual they were unable to pay the rent.

Wang Ba Dan asked the Inertian Peasants for unity; Peasants rejected the idea.

Troung Van Dong departed for Santa Filomena.

Col. Morgan tells Gen. Moreno that troop morale is poor and more pay needed by end of month. Moreno says he intends to arrest Sanza.

MARINARA

The fishermen gained support for their strike from Col. Madeira.

The fishermen gained the support of the cannery workers. The cannery workers threatened to strike unless there was a 10% increase in take for the fishermen.

F. Jimenez and Caulfield discussed the potential of diversification for fish industry.

Madeira determined that Vargas is a FANG agent, but Vargas pledged agreement with and allegiance to the government.

Fishermen told Martinez they wanted a 10% increase.

Martinez and Albeniz discussed the fishermen problem.

LUCRETIA

Choi Oi Sao told "EL TIGRE" Guzman that the Sarakhanese plea for benefits was rejected.

Wang Ba Dan departed for Santa Filomena.

MESSAGE: (Col. Morgan to Gen. Moreno): "I am concerned over drop in troop morale. Need money for supplementary pay to them."

Gianelli arrived in Lucretia.

Col. Morgan had a discussion with "EL TIGRE" Guzman.

Choi Oi Sao requested the support of the Sarakhanese; also asking that they enter into no alliance with the Inertians.

Wang Ba Dan arrives in Lucretia.

SANTA FILOMENA

Wang Ba Dan arrived.

Moreno travels to the provinces, confirms that plot is brewing.

Prof. Gianelli proposed a democratic government to the Slums, but the Slums were neutral and wanted money.

Moreno left for Marinara.

Gianelli left.

Vargas arrived in Santa Filomena.

Wang Ba Dan requests aid from Richardson.

Middle Class suggested to Lefevre they should bribe the government in order to get support for the new hotel.

Students send a message to El Caudillo.

Vargas advises Gen. Navarro of his availability and offers to help in any way he can.

Middle Class gave the Industrial workers \$1,000 so that they would not strike.

Wang Ba Dan leaves.

Moreno arrives.

MARINARA

Martinez and the Middle Class held a discussion.

Moreno arrived.

Vargas left.

Col. Madeira and Caulfield had a discussion in which Madeira asked him to consider assisting him in moving Albeniz out of the province into Lucretia.

Fishermen requested a 15% increase in wages from Caulfield.

Martinez and F. Marico discussed the new hotel for San Tomas. It was decided that Martinez would get 40% of the profit for contributing to the promotion.

Madeira tells Moreno that Lt. Col. Albeniz should be sent to Lucretia because of his special training.

Gen. Moreno leaves the province.

LUCRETIA

"EL TIGRE" paid Col. Morgan \$50,000 for troop protection.

Choi Oi Sao and Garcia held a discussion of economic affairs.

Guzman asked the Sarakhanese workers for the rent, and reduced the amount owed to \$52,000. The workers paid it.

Wang Ba Dan told the Sarakhanese workers that he had spoken with the U.S. Ambassador and had been promised aid.

"EL TIGRE" Guzman leaves for Santa Filomena.

Gianelli left for Santa Filomena.

Garcia arrived.

SANTA FILOMENA

Moreno warns de Prano that Albeniz is involved in a plot with Navarro. de Prano promised the Chief of Security he would act if El Caudillo approves.

Jimenez arrived.

The Slums asked the students for information on Prof. Gianelli.

MESSAGE: (Gen. Moreno to El Caudillo):

"Both Col. Madeira in Marinara and Col. Morgan in Lucretia report that Gen. Medina's people, i.e., Lt. Col. Sanza and Lt. Col. Albeniz, are plotting with Navarro. Recommend we recall both Sanza and Albeniz and place them and Navarro under arrest. Recommend that my men, Col. Madeira and Morgan, assume all responsibilities.

Caulfield arrived.

Slums send message #1.

Medina and Jimenez leave.

Guzman arrives.

Guzman reports financial status to Credenza.

Torremolinos collected 1/4 of taxes from Credenza - \$20,000.

Caulfield left.

Gianelli arrived.

Jimenez arrived.

Gianelli told the UN representative that he wants "EL TIGRE" killed.

Garcia left.

MARINARA

Jimenez left Marinara for Santa Filomena.

Caulfield and the cannery workers discussed the strike.

Caulfield left.

Medina and Jimenez arrive.

Albeniz tells Col. Madeira that his allegiance is with the government and he is a good army man.

Caulfield arrived back in Marinara. Jimenez left.

LUCRETIA

Pascual collects \$55,000 from the Inertian Peasants.

Pascual leaves.

Choi Oi Sao told the Sarakhanese workers he would advance taxes for them if they would tell him about anyone who tried to dissuade them from their religious beliefs.

Medina arrived.

Sanza left.

PRESS RELEASE:

Leader regrets US interference in domestic affairs. Break in US-Inertian Relations. Gianelli is tool of US. Saladio is a tool of China and Cuba.

Richardson arrived in Lucretia.

Pascual and Troung Van Dong arrived.

Choi Oi Sao, Wang Ba Dan and Troung Van Dong discuss educational progress.

Pascual sends a message to El Caudillo saying he is supported by Inertian peasants.

SANTA FILOMENA

Pascual arrives.

MESSAGE: (Industrial workers to Fishermen and Cannery workers - Marinara): "I would like to know if you will agree to the unionization of your workers. If you do, I will do all I can to see that your voice is heard in the capital."

Vargas left.

Medina left.

Sanza arrived.

Gen. Medina and Caulfield arrived.

Sanza and Torremolinos held a discussion of tax collecting problems.

Caulfield and Pippin discussed the fishermen's strike.

Richardson left.

Pascual reported to Guzman on the rent collection; Credenza collected the rent.

Students send a message to Washington.

Pascual and Troung Van Dong left.

El Caudillo executes "EL TIGRE" Guzman.

MARINARA

Slums ask Caulfield where the promised US aid is.

Vargas arrived.

Gen. Medina and Caulfield left for Santa Filomena.

LUCRETIA

Wang Ba Dan and Garcia discuss the problems of the Sarakhanese.

Medina and Garcia leave.

PRESS RELEASE:

"EL TIGRE" has been arrested, tried, convicted and executed for child rape.

PRESS RELEASE:

Rumor of consumer boycott in Santa Filomena. Price of fish too high.

Richardson tells Wang Ba Dan he will try to aid them.

Inertian peasants paid compromise taxes of \$55,000 to Pascual and Col. Morgan.

Wang Ba Dan, Choi Oi Sao and Troung Van Dong discussed the need for money to help the people.

Sanza arrived.

Choi Oi Sao told Wang Ba Dan he is trying to arouse the Sarakhanese people.

Credenza arrived.

SANTA FILOMENA

Credenza asked El Caudillo about EL TIGRE's execution. Credenza ordered to Lucretia to check the situation there.

Medina arrives.

Gianelli tries to enlist de Prano's support for freedom of country.

Credenza appointed Pascual to be in charge of all rent collection.

Garcia and Gianelli held a discussion.

Col. Torremolinos collected 1/4 of the Middle Class taxes: \$20,000.

MESSAGE:

(Washington to US Ambassador): "Report on truth of press rumor announcing break in diplomatic relations by El Caudillo. What action do you recommend?"

Jimenez left.

de Prano and the Students had a discussion.

Slums and Industrial workers agreed they would do anything for more money. Slums say they will fight for workers.

Pippin and Caulfield held a discussion of the new strategy for United Fish.

Sanza and Pippin left.

Credenza tells Medina he can take the Sarakhanese as indentured workers for work in Santa Filomena.

Credenza left.

MARINARA

Garcia arrives.

Vargas tells F. Marico that he will join in the hotel construction provided he receives 10% of the profits.

Col. Madeira and F. Marico talked about a hotel deal. Madeira to get 10% of the profits.

MESSAGE:

(Cannery workers and fishermen to Santa Filomena slums): "You must support us; we will support you."

Jimenez arrived in Marinara.

Pippin arrived.

Martinez, Albeniz and Caulfield talk about the fishermen problems.

LUCRETIA

Col. Morgan and Credenza had a discussion.

Pascal collected \$52,000 from the Sarakhanese workers in rent, tells them Guzman has been killed.

Inertian peasants tell Col. Morgan that the Sarakhanese are cheaters and traitors. Peasants assure their total support.

Gianelli arrived.

Wang Ba Dan, Gianelli, and Choi Troung had a discussion.

Gianelli, Cervantes left.

Sanza and Credenza have a discussion in which Credenza says he paid \$20,000 taxes to Medina.

SANTA FILOMENA

Gianelli left.

Madeira arrived in Santa Filomena.

Madeira left (without troops).

MESSAGE: (Gen. Moreno to El Caudillo): "I just got \$50,000 rake off on the uniform deal. Your usual 50% is credited to your account. I have paid off my army commanders.

Gianelli and Cervantes arrived.

Richardson left.

Gianelli tells de Prano that the FLN has been identified in Marinara.

MESSAGE: (Gen. Moreno to El Caudillo): "Recommend immediate action to replace Medina's subordinates who are the real guilty ones."

PRESS RELEASE:

New hotel to start soon in San Tomas. El Caudillo states Santa Filomena workers will start construction in one month's time.

MARINARA

Slums told Jimenez they did not have enough to eat, had no jobs and no power over the situation. Asked for help.

Lefevre started the rumor among the San Tomas Middle Class that labor was being imported into the province by El Caudillo for construction work in tourist facilities.

Madeira left.

Gianelli arrived.

Jimenez and Armendarez discussed unrest and the economic problems.

Gianelli left.

Madeira arrived.

San Tomas slums, cannery workers and the fishermen united to work together and consolidate their power.

Richardson arrived.

Col. Albeniz contributes \$2,000 to Marico for new hotel, stipulating that he receive 10% of profits.

Pippin and Martinez talked about the possible trouble which was brewing.

LUCRETIA

Choi Oi Sao and Col. Morgan agree on an alliance.

Wang Ba Dan and Troung are concerned with the alleged plot. Troung said he would speak to Gianelli and try to get him to gain support of the Inertians.

Troung Van Dong, Wang Ba Dan tried to get permission to allow the Sarakhanese workers to go to San Tomas to work in new hotel.

Wang Ba Dan has a discussion with Sanza, and Sanza tells him that he won't give permission to allow the Sarakhanese workers to leave province. Wang says he will speak to Richardson.

MESSAGE: (Col. Morgan to Gen. Moreno): "In light of unrest here and in capital, I urgently suggest that you appoint me as governor. Also urgently need quarterly payment."

Martinez left.

SANTA FILOMENA

Students send a message to the Press.

Torremolinos collected \$6,500 in taxes from the Industrial workers.

MESSAGE: (Gen. Moreno to El Caudillo): "Navarro statements confirm that he is involved in plot of Medina's subordinates as reported by Morgan."

PRESS RELEASE:

Brig. Gen. Medina has been promoted to Maj. General, staff advisor to His Excellence Suballa, and Ambassador to Rome. The distinguished diplomat, patriot and friend of the poor, Cervantes, will assume Medina's post as Civil Administrator.

PRESS RELEASE:

Consumer's boycott to not buy canned fish is snowballing.

PRESS RELEASE:

Slums demonstrating in San Tomas.

MESSAGE: (Amb. Greenough to State Dept.): "Request immediate information on known or suspected communist ties of H. Lauterpacht, Pedro Lefevre, Antonio Gianelli, and Martinez."

Martinez and Lefevre arrived.

MARINARA

Pippin and Jimenez decided to contact UN Economic Commission.

Slums demonstrated to Col. Albeniz

Cannery workers and fishermen on strike.

Col. Madeira agrees to Caulfield that he will take over.

POWER PLAY:

Cannery workers, Slums, Madeira, and fishermen vs. Pippin, Caulfield, Vargas, Middle Class, Martinez. Cannery worker group wins; Caulfield was put in jail because he refused to pay wages.

Lefevre left.

LUCRETIA

Pascual collects \$52,000 in rent from the Sarakhanese workers.

Choi Oi Sao left.

Van Dong arrived.

Wang Ba Dan tells the Sarakhanese workers that their request to work on the new hotel has been denied because of a railroad problem.

Pascal collects \$55,000 rent from the In-
ertian peasants.

Col. Morgan declares martial law in province until new government is appointed.

Credenza calls in Pascual and orders an annual distribution of candy to the peasants.

Credenza collects rents of \$55 million, also \$52,000 which Pascual has collected in Guzman's job.

SANTA FILOMENA

Choi Oi Sao arrived in Santa Filomena.

POWER PLAY:

de Prano tries to arrest Choi with no violence but loses.

Torremolinos tries to collect \$1,000 from Choi; is successful.

Van Dong left.

Choi Oi Sao, Navarro and Moreno hold a discussion.

Lefevre and Armendariz agreed to assassinate Prof. Gianelli.

PRESS RELEASE:

El Caudillo stricken with Black Rot; dies suddenly.

PRESS RELEASE:

Students support citizens against Fish co. Demand reduction on price of fish, increase in wages, shorter hours. Ask for organization with slums to deal with capitalists of United Fish.

There is widespread disbelief that El Caudillo is dead.

Martinez arrived in Santa Filomena.

Choi Oi Sao pledges his support to Col. Torremolinos.

MARINARA

POWER PLAY:

Power play ensued against United Fish. Slums opposed United Fish, and won. Also on their side were the fishermen and Martinez.

Martinez left.

LUCRETIA

SANTA FILOMENA

MARINARA

Middle Class asked the Industrial workers to help them in the fight against the San Tomas slums.

Prano told Gianelli he would go with the FLN to overthrow the government.

Pippin arrived.

Gianelli shot by Saladio.

PRESS RELEASE:

In a meeting of the national leadership, Gen. Moreno was elected Field Marshall to replace our late revered leader Suballa.

PRESS RELEASE:

Col. Morgan has instituted martial law in Lucretia.

Credenza pays to Col. Sanza taxes for the second quarter: \$20 million.

Garcia arrived.

Morgan asks for Wang Ba Dan's support, Wang says he is going to see Richardson.

Pippin left.

Prof. Garcia and the San Tomas slums had a discussion. Garcia asked if Saladio was there, slums said he was. Garcia wanted to know if Saladio would help in Lucretia, slums agreed to ask him.

Lauterpacht told Marico he would invest \$200,000 in San Tomas hotel for 10% of the profits.

Albeniz promises an audit of the books. Garcia left.

Marico, Lauterpacht left.

Marico and Lauterpacht arrived in Marinara.

San Tomas slums tell Vargas that Garcia thinks Saladio is in San Tomas and wants his help in Lucretia.

San Tomas slums, Cannery workers and fishermen take over United Fish.

MESSAGE: (Moreno to US Government):

"As the new president, I wish to announce the formation of a benevolent government under threat from the Communists. Your immediate assistance needed so we can remain a nation of the free world. Please send back your ambassador.

LUCRETIA

SANTA FILOMENA

MARINARA

Students pledged their support to Prof. Garcia.

Marico tells the San Tomas slums that he is building a \$1 million hotel in the city.

Vargas and Lauterpacht arrived in Santa Filomena.

Vargas and Lauterpacht left.

There occurs an exchange of information between Prof. Garcia and Wang Ba Dan.

Lauterpacht asks Richardson for \$500,000 to help finance hotel; Richardson refuses.

Vargas reports to Richardson that the slums told him that Saladio is in Lucretia. Vargas left.

PRESS RELEASE:

The new government of Inertia has reversed the policy of the late dictator and requested the return of the US ambassador, according to Moreno. The new government has requested US economic aid to resist the rise of communism.

Vargas arrived back in Marinara.

POWER PLAY:

Choi Oi Sao vs. Col. Morgan; peasants allied with Morgan.

Choi Oi Sao placed under arrest by Morgan.

PRESS RELEASE:

The slums of Santa Filomena have come out in support of the status quo and Prof. Garcia.

Wang Ba Dan and Garcia hold a general discussion.

San Tomas slums send press release saying they are starving and they protest the construction of the hotel with outside labor.

LUCRETIA

Garcia and Wang Ba Dan arrived.

Inertian peasants give press release denying any contact with Saladio.

Wang Ba Dan told the Sarakhanese workers about talks with Morgan and Richardson's promise to build a sugar refinery in Lucretia. He asked them to leave Choi Oi Sao in jail, and to remain quiet and peaceful.

Inertian peasants give press release expressing their concern over friends and relatives in San Tomas.

Sanza left.

SANTA FILOMENA

Gen. Moreno overthrown by Col. de Prano, and has lost his troops. He is sent into exile in Washington.

Garcia, Wang Ba Dan, Sanza and Madeira left.

PRESS RELEASE:

Col. Morgan has arrested Choi Oi Sao on suspicion of communist subversion.

Middle Class gives the slums another bribe to prevent general rioting.

Garcia asks the Industrial workers for help to stop the slums in San Tomas.

Industrial workers agree to support Lefevre in a coup.

Torremolinos collects \$40 million in taxes from Credenza, who also pays \$2 million bribe to Torremolinos.

Pippin left.

Slums told Garcia they were happy but poor and would not support him.

Garcia left.

There occurred a coup attempt against Cervantes in which the industrial workers supported Cervantes.

PRESS RELEASE:

The San Tomas slums are starving; they are protesting the importation of labor to build the new hotel.

Martinez and Garcia arrive in province.

Sanza arrived in Santa Filomena.

MARINARA

Marico tells Martinez that the hotel deal requires \$400,000.

Sanza and Madeira arrived.

Martinez meets with slums and middle class, and they ask for financial aid.

San Tomas slums meet with Martinez and ask for charity and food. Fishermen stop striking.

Vargas takes the slum representative to meet Saladio.

Marico tells the middle class that a new hotel will bring support against the extremes of radicalism and conservatism.

Pippin arrived.

Marico sends a press release saying construction to start on new hotel immediately.

Garcia arrived.

Martinez and Garcia left.

Slums notify Control they are rioting for food.

LUCRETIA

Wang Ba Dan inquires of Col. Morgan about the political situation.

Sanza and Martinez arrived in Lucretia.

Sarkhanese workers paid their rent to Pascal.

Sao left.

Choi Oi Sao was released from house arrest.

Sarakhanese held a discussion with Wang Ba Dan in which Wang suggested that since Pascual was having money troubles, they should work extra for him without pay.

Wang recommends to Sanza that Choi be put back in jail.

SANTA FILOMENA

PRESS RELEASE:

Fisherman Diego Bolo says he saw US Marines aboard ships lying off San Tomas shore. Fishing has been stopped.

PRESS RELEASE:

The cannery workers have returned to work.

Col. de Prano is exiled to Washington.

Cervantes overthrows Gen. Moreno.

PRESS RELEASE:

FIGHTING IN PALACE! Cervantes ousts Moreno.

Sanza and Martinez left.

PRESS RELEASE:

The long-suffering people of Inertia have overthrown military rule. LONG LIVE THE NEW PRESIDENT DON CERVANTES!

Sao and Pippin arrived in Santa Filomena.

Marico and Garcia arrived.

Marico and Garcia have a discussion and agree to work together.

PRESS RELEASE:

Choi Oi Sao has been released.

PRESS RELEASE:

The people congratulate Cervantes. Express appreciation of his support for their programs.

Richardson arrived.

Slums told Garcia of the rumors they had heard.

MARINARA

Slums threaten to storm the cannery, but receive food and call off the riot.

MESSAGE: (From "an informer" to the slums of San Tomas):

"Rumor has it that the slums of Santa Filomena were paid off to keep quiet by the middle class. You can be too."

Pippin left.

Marico and Garcia left.

Slums demand a guaranteed annual wage.

MESSAGE: (The fishermen, cannery workers and slums to the President):

"The military is plotting against you. The cannery was looted. They can't maintain order. How about removing them? We want to be paid for our work."

Richardson left.

Fishermen and slums send message to President.

LUCRETIA

Peasants pay rent of \$55,000 to Pascual.
Martinez left.

Pascual left.

Sarakhanese workers told Wang Ba Dan they would work overtime to help pay the troops.

Morgan asks Wang for additional cash to meet troop costs.

Inertian peasants give pr. release; they are incensed by rents and Sarakhanese job guarantees. Pascual arrived back in Lucretia.

In a discussion with Pascual and Col. Morgan, Wang Ba Dan offers to do what he can to help get the troops paid, says the Sarakhanese will work extra to help.

SANTA FILOMENA

MESSAGE: (Amb. Greenough to Washington): "Situation still critical. Strong reports persist that Moreno has been ousted by Cervantes. So far no riots or trouble."
Jimenez left.

Col. Torremolinos meets with Cervantes to organize the government.

Industrial workers send press release congratulating Cervantes.

MESSAGE: (Credenza to Pascual):
"Rent income falling behind for the year. Any report?"

Pascual arrived.

Pascual delivers rents collected from Lucretia to Credenza (\$107,000 minus \$10,000 for Col. Morgan).

Martinez arrived.

Lauterpacht reneges to Marico on the hotel deal, as he suspects Marico's motives.

Pascual left.

Jimenez arrived.

Col. Bill, through Col. Torremolinos, gives a message to be relayed to Col. de Prano.

Slums told Garcia that they were willing to take bribes from anyone.

Armendariz turns over FLN troops and power to Jimenez.

MESSAGE: (Col. Torremolinos to Col. de Prano):
"Return to country; your support of new government is accepted."

MARINARA

Jimenez and Martinez arrived in Marinara.

Martinez notes that not much is happening, and decides to return to the capital.

Col. Albeniz tried to collect taxes from the slums, but they could not pay.

The slums ask Caulfield to give them Yankee dollars so they can buy food and pay taxes.

Jimenez left.

Railroad to Marinara cut.

LUCRETIA

Garcia arrived in the province.
Wang Ba Dan and Garcia have a discussion.
Pascual gives Col. Morgan \$10,000 to pay his troops, says it is a donation from Cre-
denza.

Col. Morgan rejects call for help from Medina until \$5,000 in pay forthcoming.

Choi Oi Sao arrived.

Choi and Wang Ba Dan held a discussion.

Wang Ba Dan left.

SANTA FILOMENA

Troung Ba Dan wanted money, but the slums told him they were already overtaxes.

PRESS RELEASE:

The railroad between Marinara and the capital has been cut. Slums in a state of unrest because Sarakhanese have jobs and they don't.

Garcia departed for Lucretia.

Col. Torremolinos and Cervantes talk about Col. de Prano.

Choi Oi Sao left.

Albeniz arrived.

PRESS RELEASE:

Slums stormed the cannery in San Tomas. Riot put down by Col. Madeira.

Lucretia peasants extremely upset over Cervantes' treatment of El Cuadillo's former associates.

Wang Ba Dan arrived in the capital.

MARINARA

MESSAGE: (From "an informer" to the slums of San Tomas):
"Rumor has it that the slums of Santa Filomena have been paid \$10 a head to keep quiet."

MESSAGE: (To FLN from fishermen, slums, cannery workers):
"If you will assassinate the military of Marinara we will take over."

Col. Madeira helped to put down the slum revolt.

Slums told Col. Albeniz about the note they received from Santa Filomena slums saying they had received a bribe not to riot.

Albeniz left.

MESSAGE: (To US Embassy from San Tomas slums):
"Slums need money to pay taxes and rent. Send US aid."

LUCRETIA

Sanza left.

MESSAGE: (To President Cervantes from Col. Morgan):
"Please clarify your order about the Sarakhanese peasants and send monthly payment so that the troops' loyalty can be assured."

Sanza, Jimenez, Wang Ba Dan and Van Dong arrived.

SANTA FILOMENA

Richardson agreed to give Wang \$1 million. Wang locked out of Lucretia during a power play.

Col. Torremolinos gains the support of the middle class.

Torremolinos has a discussion with Credenza. FLN cuts railroad to Marinara.

Sanza arrived.

Credenza meets the new President (Cervantes) and offers him personal support and money.

The pro-Cervantes group meets in the Palace.

PRESS RELEASE:
No Sarakhanese to be fired without my personal order. (signed) Pres. Cervantes.

Caulfield arrived in Santa Filomena. Sanza, Jimenez, Wang Ba Dan and Van Dong depart in a group for Lucretia.

PRESS RELEASE:
Inertian peasants incensed by increased rents, & Sarakhanese job guarantees.

MARINARA

Slums, cannery workers and fishermen join forces and plot. The middle class, however, is very cautious about joining them.

Caulfield left.

LUCRETIA

Sarakhanese workers side with Jimenez in power play vs. Sanza and Morgan. Sanza jailed, and Morgan goes to the capital.

Peasants are neutral; as is Choi Oi Sao.

Jimenez takes over the province and holds it until the end of the game.

Pascual and Jimenez discuss the nationalization of the sugar lands.

Col. Morgan left.

SANTA FILOMENA

Morgan arrived in Santa Filomena.

Y. F. Bill and Torremolinos had a discussion at the Embassy.

PRESS RELEASE:

US Government offers funds for slum clearance projects and job training.

PRESS RELEASE:

Jimenez has taken over in Lucretia. Col. Morgan has left the province.

Railroad to Marinara back in operation.

Albeniz left.

Pascual arrived.

Pascual tells Credenza that his plantations have been nationalized and he will not receive any more rents.

Credenza and Torremolinos have a discussion.

Marico left.

Industrial workers receive money from Pres. Cervantes. The slums asked Cervantes for \$4 million US money.

Sarakhanese workers notify Wang of the power play.

MARINARA

Albeniz arrived in the province.

Marico arrived.

LUCRETIA

SANTA FILOMENA

MARINARA

PRESS RELEASE:

Cervantes announces that rents have been cut.

Martinez goes to the US Embassy to discuss the political situation.

Slums offered money by Martinez.

Caulfield left.

Garcia left.

Lower classes rioted, led by the slums.

Caulfield arrived.

Violent overthrow of garrison by middle class, fishermen, cannery workers.

Popular front declares itself in power, Albeniz goes to jail.

Garcia arrived.

PRESS RELEASE:

Marinara is loyal to the Central government. They have overcome the local military garrison for plotting treason. JIMENEZ HAS JAILED SANZA.

Lefevre and Pascual left.

Lefevre, Pascual arrived.

Lefevre receives FLN and Jimenez' troops from Jimenez.

Sarakhanese workers make a bargain with Sanza, who is in jail. They let him write a message from jail, and gave it to Choi Oi Sao.

Col. Morgan sells his troops to Cervantes for \$1 million.

Industrial workers received money from Cervantes, gave up their power and troop cards.

Cervantes and Credenza were starting to arrange a financial deal to pay off the students.

Albeniz let out of jail, tries to organize the popular front.

LUCRETIA

Sao left.

Jimenez does not let Wang Ba Dan leave the province to talk to the US AID representative.

Van Dong arrived.

Inertian peasants are convinced of the good intentions of the Jimenez coalition.

Lefevre left.

SANTA FILOMENA

Col. Torremolinos tells Col. Bill that Gen. Medina will be the vice president. Martinez left.

Sao arrived in the capital.

Van Dong left.

PRESS RELEASE:
CERVANTES HAS EXECUTED SALADIO.

Lefevre arrived in the province.

MARINARA

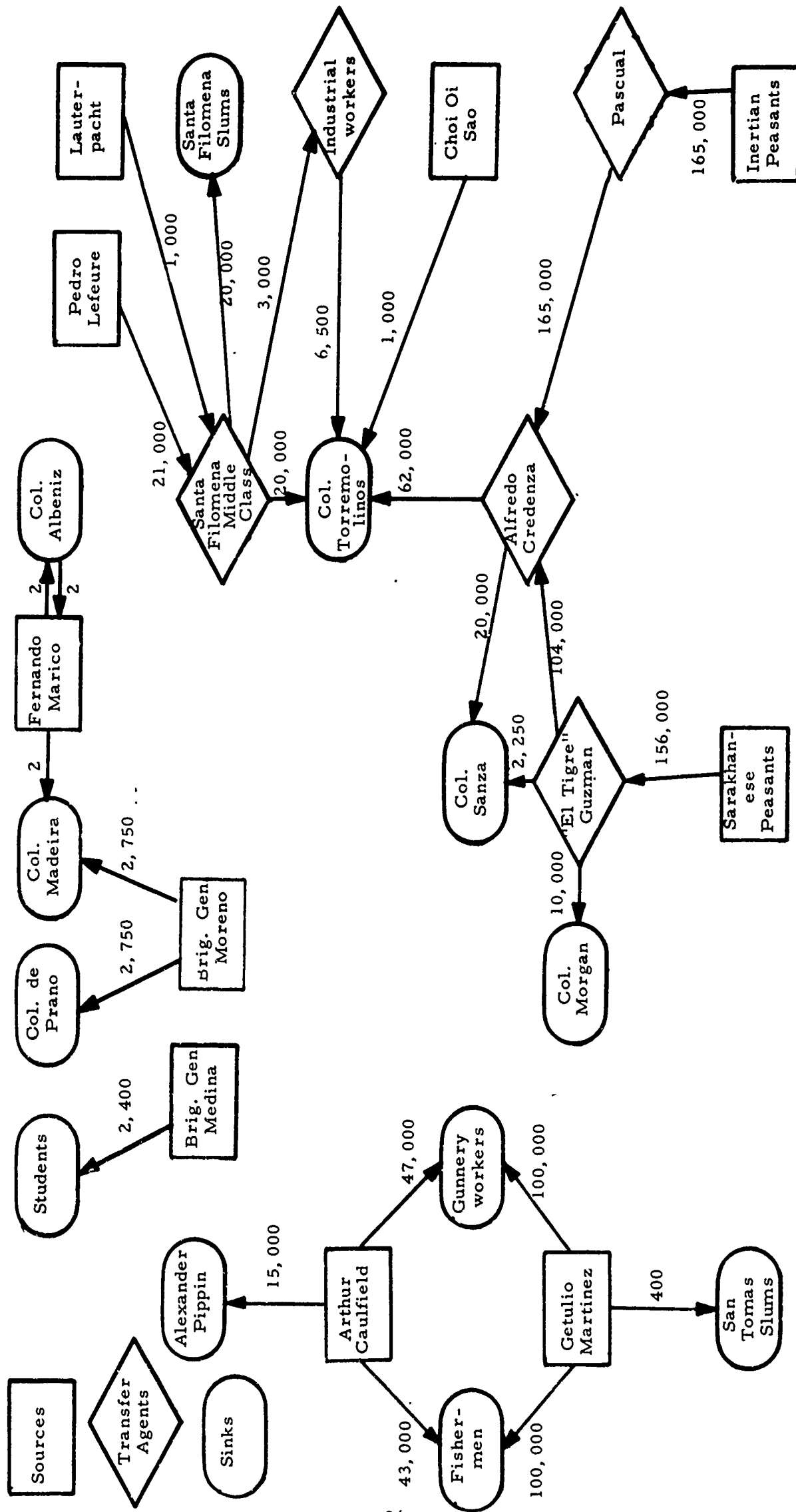
Martinez arrived.

2.3 Economic Interactions

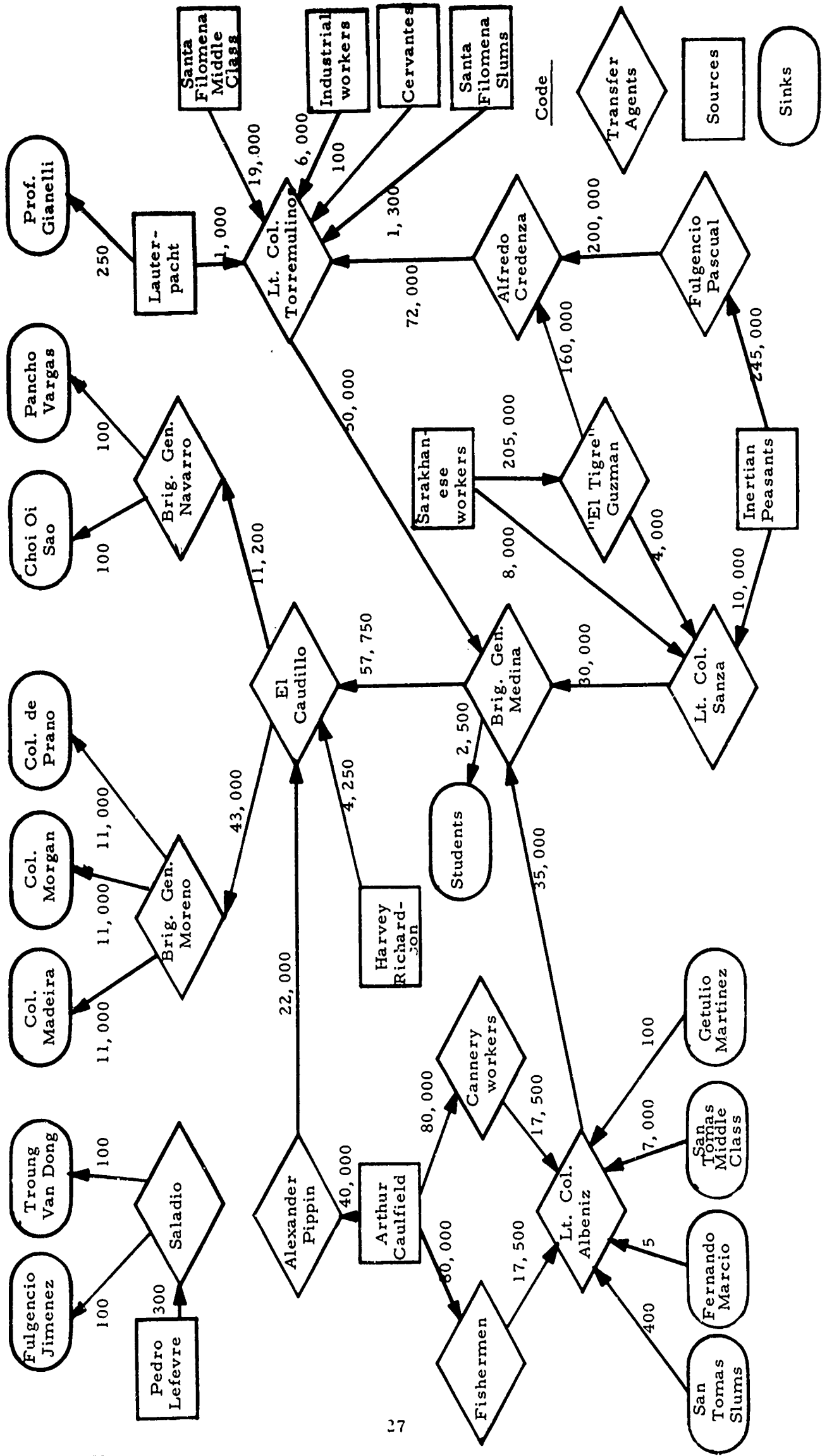
The following section describes in flowchart form the economic transactions of this demonstration of POLITICA.

Economic Interactions (excluding control) this Year

Code



Economic Interactions (excluding control) Last Year



3. DEMONSTRATION OF AGILE-COIN

3.1 Game Summary

The CIRADS demonstration of AGILE-COIN utilized a scenario developed by the previous evening's play of POLITICA. AGILE-COIN was set in Lucretia, the agricultural province of the hypothetical South American country of Inertia. The population of this particularly underdeveloped region had been divided between the native Inertian majority and the Asian Sarakhanese sugar worker minority, and attempts at integration had been discouraged by the Suballa military dictatorship. During the POLITICA play, the Sarakhanese workers, inspired and assisted by the local FLN under Jimenez, overthrew the provincial military government. Although the native peasants were initially neutral, Jimenez was able to form a coalition with them and the Sarakhanese and maintain control of the province. The central government was virtually powerless in this province when the game ended, but Cervantes, then chief of state, had firm control of the middle and lower classes in the rest of the country.

In order to provide a scenario suitable for AGILE-COIN, the following events were assumed to occur after the end of POLITICA play. The Cervantes government, having established its control over the rest of the country, sent a major force of troops into the insurgent process. Jimenez, cut off from sources of support by the death of his leader Saladio and the government's smashing of the FLN national organization, was forced by this military pressure to withdraw to the hills of Lucretia, from which he instituted guerrilla warfare to prevent the pacification of the province by the government troops. The Sarakhanese population, alienated from the Inertian community, is sympathetic to the insurgents, but is at most moved to passive support. The Inertian population, isolated from the rest of the country since the death of Suballa, is for the most part divided into two factions: the first is anti-Cervantes, he being no substitute for the charismatic Suballa; the second is apathetic, regarding the conflict as one between the Sarakhanese and the Central Government, neither of which do they have any sympathy with. There do remain, however, small pockets of pro-Cervantes sentiment.

In order to represent this political situation in Inertia and specifically the loyalties of the Lucretian population for the start of the AGILE-COIN game, three villages were set up in the following manner: Orange Village consisted of the Sarakhanese sugar workers, who were initially loyal

to the FLN and had supported the Jimenez coalition. Their main concern, however, was to be left alone and allowed to earn their meager living. Green Village, composed of Inertian laborers, was generally sympathetic to the Insurgents. They were harboring an Insurgent spy and also a Government spy. The initial loyalties of half the White Villagers were Insurgent, while the rest were neutral. They, too, had an Insurgent spy among them.

Insurgent Policy

The Insurgents' initial strategy was to rely on persuasion to gain village loyalty and use force only when necessary. In Green and White Villages they asked for volunteers and offered trained manpower to replace the recruits. This resulted in a slow and late building of forces. Consequently, they were not prepared for military engagements when they came. The reaction of Orange Villagers to their initial move was totally unexpected and resulted in their ignoring the village. They were able, however, to convince some villagers in Green and White that this massacre was the fault of the Government. Their final population was unchanged from the start. They were able to hold the loyalty of two villages by fulfilling their promises to the villagers while impressing them with their military power.

Government Policy

The Government followed a more military strategy than did the Insurgents, trying to recruit with large forces in anticipation of large ambushes. In Orange they risked a few men in order to show concern for the village. White Village was ignored because they expected it to remain neutral. Instead they concentrated on Green Village, where they had a spy (not very effective) and where the Insurgents were actively propagandizing. As a result of losses in Green, the Government's force size decreased significantly (about 60%) in the last two cycles of the game. Their use of terrorism and violence, combined with inadequate military power, resulted in their losing the villagers' loyalty, except in Orange where the massacre had been, and they had maintained a protective garrison.

3.2 Village Records

This section describes in detail the action taking place in each village, by cycle.

Cycle	1	2	3	4	5	6	7	8	9	10	
Number Visiting	I 10	G 5		20	10	1					
Group	T A I R S W	T A I R S W	T A I R S W	T A I R S W	T A I R S W	T A I R S W					
Population	20 20 20 20 20 20 20 20 20 20 20	20 20 20 20 20 20 20 20 20 20 20	20 20 20 20 20 20 20 20 20 20 20	20 20 20 20 20 20 20 20 20 20 20	20 20 20 20 20 20 20 20 20 20 20	20 20 20 20 20 20 20 20 20 20 20					
Loyalty	G, N, I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I					
Who is Winning	W	I I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I					
Winner Preference	G	I I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I	N I I I I I I I I I I I					
Expected Game Length (Cycle)	4 7 6 ? ? 3 6 6 4 3 ? 5 6 2 2 ? 4 6 ? ? ? 2 6 2 1 ? 1 7 1 1										
No. Recruited											
No. Impressed											
No. Killed											
Who and how many in Ambush					10 I						
Ambush Outcome (all casualties)	G I V										
Administrator?	A	A									

31

VILLAGE Orange

Cycle	1	2	3	4	5	6	7	8	9	10
Number	30									
Visiting	G									
Group	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I	V C M T I V C M T I
Population	50	50	50	50	50	50	50	50	50	50
Loyalty	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I	G, N, I
Who is Winning	I	I	I	I	I	I	I	I	I	I
Winner Preference	G	G	G	G	G	G	G	G	G	G
Expected Game Length (Cycle)	???	???	???	???	???	???	???	???	???	???
No. Recruited										
No. Impressed										
No. Killed	15	15	15	15	15	15	15	15	15	15
Who and how many in Ambush				15G	21G					
Ambush Out-come (all casualties)	G	I	V							
Administrator?	A	A	A	A	A	A	A	A	A	A

COMMENTS: Orange Village was composed of the Sarakhanese laborers whose initial loyalties were generally for the Insurgents. On the first move the Insurgents entered with a medium force to recruit villagers. Due partly to their desire to be left alone and partly to their misunderstanding of their military weakness, the villagers decided to resist the Insurgent troops. Fighting as belligerents at a force effectiveness disadvantage of 5 : 1, their village population was nearly demolished. Only fifteen of the original 100 villagers survived. The villagers' immediate reaction was a preference for a Government victory, but an expectation of an Insurgent win. The Insurgents never entered the village again, a situation interpreted by the villagers as a diminishing of power. The return of the Government in cycle and elected a commitment from the villagers and solidified their loyalty.

Cycle	1	2	3	4	5	6	7	8
Number	I							
Visiting	G							
Group								
Population								
Loyalty	G, N, I							
Who is Winning								
Winner Preference								
Expected Game Length (Cycle)								
No. Recruited								
No. Impressed								
No. Killed								
Who and how many in Ambush								
Ambush Outcome (all casualties)								
Administrator?								

COMMENTS: Green Village was initially loyal to the Insurgents and was concealing both a Government and an Insurgent spy. The Insurgents entered the village in the beginning of the game, shot the administrator and impressed three villagers. This left a bad impression on the villagers who felt terrorized. The Government followed in the next cycle with a very large force, requesting recruits, but the villagers stalled them by talking at length and insisting they had felt threat from the Insurgents. After some successful recruiting by the Insurgents, the Government re-entered with another very large force and impressed thirty villagers. This did not seem to have any immediate effect on villager loyalty. In the following cycle the Insurgent left a medium force and abducted the Government spy, who was shot on the way to Insurgent headquarters. Upon their return they were able to get 10 recruits and increased the size of their ambush, which then surprised another very large Government force. Although surprised, the Government won because of its overwhelming force superiority. The Insurgents returned once more, counter ambusing the Government force, causing them severe losses. This victory here helped cement their loyalty, although one elder still expected the Government to win.

APPENDIX I

INERTIA PLAYER MATERIALS

- A. Scenario
- B. Personality Profiles
- C. Summary of Economic
Transaction Sheets

A. Scenario

HISTORICAL BACKGROUND

Legend has it that several voyagers from Europe and Asia stopped briefly on the steaming coast of what is now the Benevolent Republic of Inertia well before the nation's "official" discovery in 1509 by Socrates de Naronha, a Portuguese adventurer sailing under the colors of Skanderbeg II, King-Emperor of Albania. St. Brendan the Navigator is said to have sighted the Inertian coast after a voyage of 127 days, but to have continued sailing south toward a more hospitable landfall. Luysantserengiin Bymbodorge, a wandering 13th century Mongolian monk whose travels have recently been publicized by the Chinese Communists,¹ left an account of "a vile and foul-smelling land" which is almost certainly Inertia, and Teams of Norwegian specialists who have been studying the bones of the Viking navigator Hjalmar the Harlequin, have definitely concluded that the unfortunate Norseman died of the Inertian "black rot", a loathesome disease peculiar to the country.²

Needless to say, Albanian hegemony did not last very long in this part of the New World. Most of the few dozen settlers de Noronha left behind quickly succumbed to the dreaded black rot and the rest were exterminated by hostile Indians. Two years later, Dominico Barberini, a Sicilian adventurer in Spanish hire, claimed the plague-ridden coast for His Most Catholic Majesty. A fort was erected on the heights commanding Santa Filomena harbor, later to be destroyed and its garrison massacred by Morgan's pirates.

¹ Bymbodorge, Luysantserengiin, The Urgiad, Peking (Guozi Shudian). 1964.

² See Archibald Hilar, "Fungus Impossibilis; Investigating the Inertian Black Rot" Journal of Psychoceramics, XXI, August, 1965. Page 17. Black rot appears in two forms--the external, wherein the victim frays away at the extremities; and the internal, in which the fraying is not obvious and death strikes suddenly.

After Morgan's seizure of the harbor, Santa Filomena became a haven for all manner of privateers, buccaneers and assorted riff-raff and remained so through much of the 17th century. Indeed, the infamous pirate Black Bart met his end there in 1609, again from that Inertian curse, the black rot. A contemporary account describes Bart as having frayed at the extremities until he was the merest remnant of his former self.

In 1654, a British squadron under Admiral Sir Peter F. Ruebster-Queeg put an end to piratical activities originating at Santa Filomena. Nonetheless, descendants of the pirates and the wives they took among the local Indian women continue, even today, to play a prominent role in Inertian society.³

With the demise of the piracy industry, Inertia sank back into its traditional lethargy. Save for sporadic and occasionally exuberant peasant rebellions, very little happened until 1824, when the nation won its independence more or less by default. The small Spanish garrison which had long been accustomed to Inertia's particularly noxious clime was withdrawn to reinforce units fighting Bolivar further south, whereupon a group of plotters led by Flash Hampden, mustachiod descendant of Black Bart, seized power. Troops newly arrived from Spain rushed to put down the Inertian rebellion and quickly succeeded in routing Hampden's rag-tag Liberation Army. The black rot, however, came to Hampden's aid and the Spaniards were soon fraying away miserably. Hampden entered Santa Filomena in triumph.

The new nation was recognized by the U.S. in 1825 and by Britain the following year. Hampden installed himself as "Maximum Redeemer" for life, ruling with a combination of terror and beneficence that seems to have become traditional for Inertian leaders.

The somnolent Inertian national character was a major factor in a decision taken by two European entrepreneurs, Nottebohm and Boffolo, to import foreign workers to man the sugar plantations which Don Luis Credenza, grandfather of the present great landowner, established in Lucretia province in the 1870's. Nottebohm sent an envoy to the King of Sarakhan and soon, several thousand immigrants from that diminutive Asian country arrived in Inertia.

³ Madame Dulcinea Cervantes, nee Grunion, wife of the Inertian ambassador to the United States, is said to be a descendant of Edmondo Grunion, a rather prolific pirate who infested the area in 1648 or thereabouts. Madame Cervantes who has remained in Inertia to look after her husband's family estates there, is a leading authority on pirate lore.

The Sarakhanese, as is their wont, considered themselves culturally superior to the native Inertians, while the Inertians saw the Sarakhanese as unwanted foreigners bent on undermining their already-desperate economic position. The antagonisms thus created led to the first stirrings of political consciousness among the masses and to persecution of the Asian interlopers. Today, Sarakhanese continue to work in the sugar industry, though their position is greatly inferior even to that of the impoverished native workers. They have no political rights, no representation in the government and until recently, even their citizenship was in doubt.⁴

Meanwhile, many native Inertians found employment in the fishing industry, which came to be dominated in the 20th century by a great North American monopoly, United Fish of Boston. United Fish maintains a large cannery in San Tomas. This sustains the San Tomas economy, employing most of the industrial workers.

20th century Inertian political history has alternated between near-anarchy, as in such troubled times as those which followed the death of Field Marshal President Allegro in 1911, and periods of near-monarchy, as that which began in 1916 after Gerard de Flores, "El Conquistador", managed to put down the near-warlords who had sprung up in various parts of the country after Allegro's demise. De Flores' despotic rule lasted until he was assassinated on March 2, 1934, whereupon a bloody power struggle between various military factions devastated the country for four years. It was only the threat of American intervention that forced a compromise, through which a seemingly innocuous colonel named Ernesto Suballa emerged as interim president in December, 1938.

Suballa, however, had no intention of playing a passive role. With the assistance of several young military officers, he moved against the generals who had given him the shadow of power. All the generals were killed in their beds early in the morning of January 19, 1939, by members of a conspiratorial organization called the Falange Activista Nacional del Gobierno (F.A.N.G.), which grew into the current secret police agency of the same name. Bartolomeo Navarro was the original organizer of F.A.N.G. and still remains as secret

⁴ President Suballa published a decree affirming that all persons born in Inertia were Inertian citizens on August 9, 1964. In practice, however, Sarakhanese are required to pay heavy taxes but are not eligible for government positions or military service.

police chief with the rank of brigadier general. Colonel Porfirio Moreno, the officer who prevented the Santa Filomena garrison from intervening against Suballa's coup, is presently a major general in command of the Inertian army, while Major Manuel Medina, whose influence with other junior officers in the provinces enabled Suballa to consolidate power quickly, is now a brigadier general in charge of civil administration (Civil government in Inertia is carried out by military officers). Except for Field Marshal President Suballa - the undisputed master of Inertia - these three men are the most powerful in the country. All opposition to the Suballa regime remains illegal and the government apparatus seems to have been successful in suppressing what little has arisen.

Nonetheless, friends of democracy saw what they had hoped for between 1947 and 1949, when Antonio Gianelli, professor of economics at the University of Santa Filomena, attempted to transform the RDP (which Suballa had set up as a showcase party under Pedro Veronica, a faithful crony) into a legitimate democratic opposition. Gianelli appears to have had only limited success in attracting a popular base, but Suballa, loathe to admit any opposition to his personal rule, forced Gianelli into exile and outlawed the RDP in December, 1949. Gianelli was permitted to return to Inertia after the Kennedy election in 1960 in order to placate American opinion and to make Inertia eligible for Alianza funds. Gianelli is nonetheless kept under surveillance and is not allowed to engage in political activity, though a clandestine RDP organization doubtless exists.

Another party, the Communist-led FLN, has also appeared in the past few years. Very little is known about this group or about its alleged leader, Carlos Saladio, an ex-student of Gianelli's who followed the professor into exile but later came under Communist influence in Mexico from whence he was sent to the Soviet Union for training. Saladio's whereabouts are unknown, though high-level Inertian officials report that he has re-entered the country and is preparing to launch guerrilla operations. Field Marshal Suballa is said to have requested substantial U.S. military aid to prepare for impending insurrection during his recent meeting with President Johnson. It does not appear likely that Suballa's request will be granted, however, in that the American country team in Inertia - Ambassador Eliot Greenough and his Military Attache, Col. Y.F. Bill in particular - are reported to be profoundly skeptical about the alleged presence of Saladio. As one veteran diplomat put it "Were Saladio really in the country,

F. A. N. G. would certainly have sent him off to organize the vampire bats by now."

In any case--Saladio notwithstanding--almost all observers agree that the Suballa regime is so firmly entrenched in power that substantial change is highly unlikely in the foreseeable future.

GEOGRAPHY

Located at the Northeast coast of the South American continent, Inertia is memorable to visitors mainly for its hot and humid climate. Nonetheless, anthropologists, political scientists and medical researchers have shown considerable interest in studying such unusual features of Inertian life as the back country Indians, the Sarakhanese minority and the dreaded black rot.

The nation is divided into three provinces and one special administrative zone for the capital city and its environs. Arkia, the province in the northwest, however, consists entirely of the Great Scruffia, an all-but-impenetrable region of rain forest, wet spongy ground, and mangrove. The only inhabitants are scattered Indian tribes who have fiercely resisted incursions from the outside world.⁴

The Murcidago or "Bat" Mountains on the northern border are also sparsely settled, despite the fact that valuable mineral and guano deposits are thought to exist in the many caves that honeycomb the region. As various prospectors have discovered, however, the caves are inhabited by a particularly voracious species of vampire bat, the continued presence of which tends to render the region unpromising for economic development.

Marinara Province, located to the east of the Great Scruffia and including the Murcielago Mountains, extends south to the Rio de Hampden. Most of Marianara's population lives in the fishing villages along the coast and in the prosperous, conservative port city of San Tomas.⁵ The scion of the old aristocratic families in San Tomas is one Getulio de Brueguel Martinez, possibly one

⁴ Seventy-three clergymen of various denominations are known to have been eaten by the tribesmen since 1947, when the Inertian government began to keep records. Of these 48 were Roman Catholic, 13 Methodist, 9 Seventh Day Adventist, 2 Lutheran and 1 Jewish. (Inertian Yearbook, 1964, p. 17.)

⁵ The backlands of Marianara Province are not suitable for human habitation. Not only does the land have extraordinarily high salinity--which make agricultural development difficult--but this region is also the breeding ground for the spores which are thought to cause the black rot. (See Hilary, op. cit. pp. 23 - 5).

of the richest men in Inertia. San Tomas is the site of the United Fish Cannery. Its plant manager, Arthur Caulfield, foresees considerable expansion for the industry in the near future since the demand for the uribu fish, found in large schools off the Inertian coast, and known for its salty taste and pungent odor, has grown very substantially in the United States and Western Europe in the past few years. The uribu supports the economy of San Tomas as many San Tomas men fish for it while their wives work in the canneries. Paranthetically, San Tomas has another product which is in great demand in Europe and North America--the paintings of Pancho Vargas, the world-famous Inertian artist, who has chosen to live and paint among the simple fishermen and cannery workers of Marinara.

Across the Rio de Hampden to the south lies Lueretia Province, a backward region where sugar cultivation is practiced. Absentee landlordism is rife--one Alfredo Libertino Credenza owns most of the land in Lucretia--and the general condition of the peasantry is considered scandalous even by Latin American standards.

The peasants, however, are internally divided between the native Inertian majority and the descendants of sugar workers imported from the Asian kingdom of Sarakhan in the 19th Century. The natives dislike the Sarakhanese intensely and very little assimilation has taken place despite the efforts of Wang Ba-dan, the respected Sarakhanese elder. The Suballa regime has consistently opposed any form of integration, however, and some observers detect the beginnings of Sarakhanese extremism in the substantial following which the neo-Mithraic religious group led by a mysterious bonze named Choi Oi Sao seems to have attracted. On the other hand, minimal American aid has begun to reach the Sarakhanese through the efforts of Harvey Richardson, a dedicated AID official. Truong Van Dong, a Sarakhanese teacher, has also begun a potentially fruitful literary program among his oppressed community. Dong has received no encouragement from the Government.

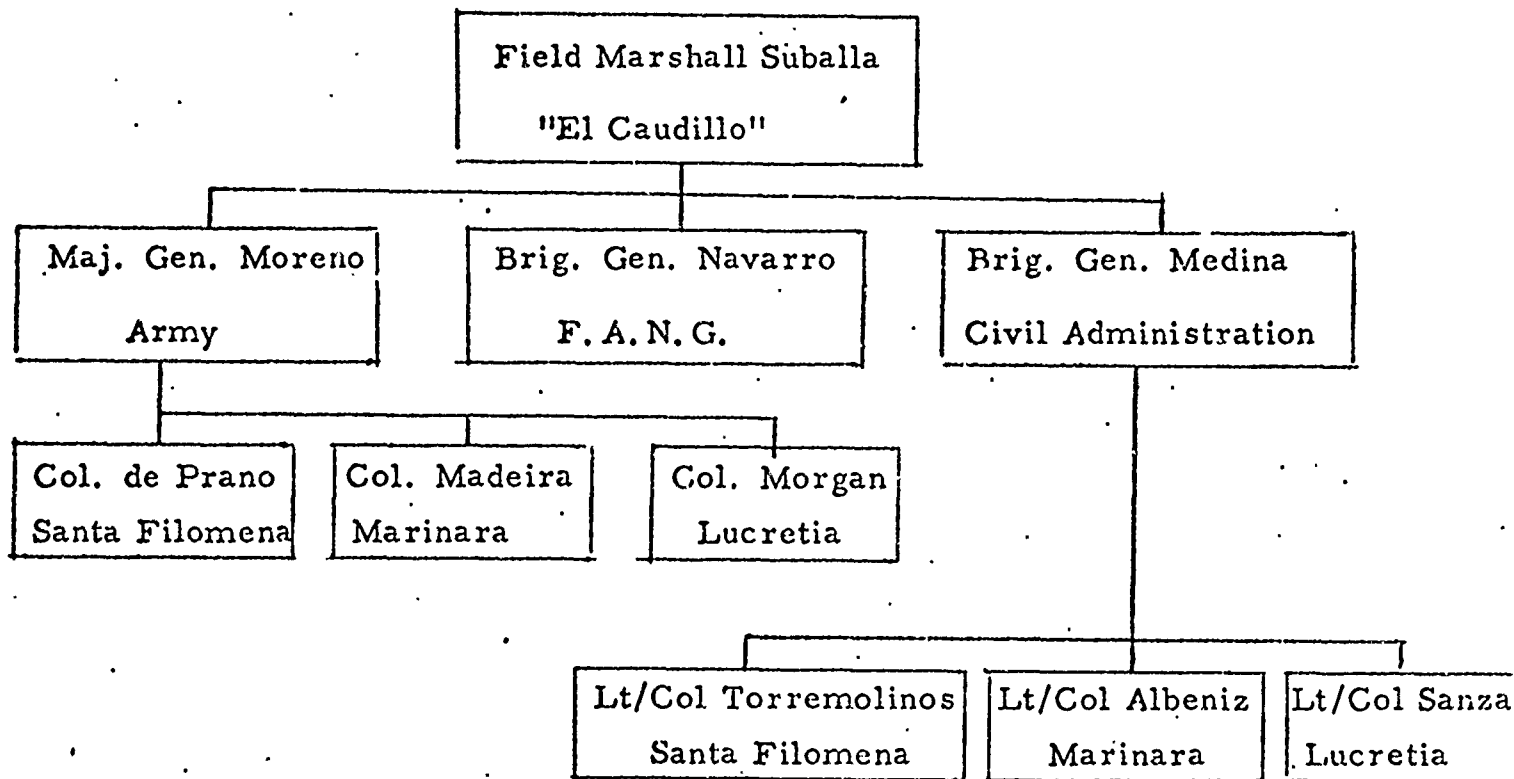
Santa Filomena remains a rather provincial city with little save its lively night life to commend it to the traveller. Nonetheless, the Government has made a vigorous effort to increase tourism of late and Pedro Lefevre, head of the Inertian Tourist Board, reports an impressive rise in the number of visitors in the past six months. In fact, H. Jon Lauterpacht, the widely-respected Inertian entrepreneur, has seen enough future in the tourist trade to

finance a lavish new hotel in Santa Filomena. Lauterpacht is also reputedly planning to build tourist facilities in San Tomas, where the only accommodations at present are two seedy hotels owned by a local businessman named Fernando Marico.

The growth of tourism would be a great boon to Santa Filomena. Very little manufacturing exists in the capital--most workers are in services and light industry. There is a small but growing slum problem, what with peasants moving into the capital from Lucretia, and a new source of employment will be necessary. Professor Jaime Garcia at the University of Santa Filomena has been working on a study of the slum problem but his results have not as yet been publishable.

ADMINISTRATIVE AND ECONOMIC STRUCTURE

Inertian administration proceeds along simple and straightforward military lines which following chart should serve to illustrate.



The major economic power in the country is United Fish, whose representative in Santa Filemeno, one Alexander Pippin, enjoys the confidence of "El Caudillo". Other major economic powers in the country include H. Jon Lauterpacht, leading entrepreneur in Santa Filomena; Ambassador Cervantes, whose wealth is for the most part inherited, and the landowner Credenza, who exports raw sugar cane from his holdings in Lucretia. Of these three, only Lauterpacht is an active businessman; Cervantes is on diplomatic assignment and Credenza relies on his notoriously cruel land agent, Guillermo "El Tigre" Guzman to manage his affairs on the sugar plantations.

Aside from Lauterpacht's attempts to built the tourist industry, there are other development plans afoot in Inertia. Modest American aid has come into the country through the Alianza and the United Nations Economic Commission for Latin America has sent an expert, Dr. Carlos Armendariz, to report on

long-range development possibilities. As mentioned above, Professor Jaime Garcia at the University of Santa Filomena has been engaged in a study of the urban center's problems and in Marinara Province, Fulgencio Jimenez, a Paris-educated Inertian sociologist, has been inquiring into the prospects for diversifying the fish-based economy.

Despite these signs of change, Inertia's economic development remains almost entirely in the planning stage. Rapid economic development does not appear likely in the reasonably near future if only because of the general backwardness of the country and the conservatism of the Suballa regime.

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INERTIA STATISTICS

Population- 2, 500, 000
Working Age Population -1, 250, 000
Birth Rate- 45 per 1000
Death Rate- 15 per 1000
Natural Increase -30 per 1000
Urban Population- 500, 000
Government Expenditure-\$200, 000, 000
Government Revenue-\$200, 000, 000
Military Personnel- 32, 000
Military Expenditure-\$43, 000, 000
Newspaper Circulation -175, 000
Radios -150, 000
Television sets- None
Spanish speakers- 2, 490, 000
G. N. P.- \$900, 000, 000
G. N. P. Growth Rate- 1. 2%
Foreign trade (exports and imports)- \$600, 000, 000

B. Personality Profiles

"EL CAUDILLO" -- FIELD MARSHALL DON ERNESTO RODOLFO
SIGISMUNDO ANDRES DE SUBALLA Y LOS RIOS

Since 1939 you have been the Supreme and Benevolent Military Leader (read dictator) of the Inertian nation. You are a shrewd judge of character and, in the words of the American Ambassador, "A damn good fellow." During the early period of your reign you ruthlessly eradicated all who opposed you; and, while your present position is so secure that you have become more moderate (much in the tradition of Brazil's Getulio Vargas, at whose funeral you were a pall-bearer), you would still take swift and permanent action against any person or organization you perceived to be a real threat to your position.

The country runs very smoothly in the capable hands of Generals Moreno, Medina and Navarro who work well together yet are of sufficiently diverse character to preclude their ever combining against you. You consciously balance the three of them off and scrupulously avoid showing any favoritism.

You delight in projecting a father-like image, and it is not unusual for the newspapers to carry a front page picture of you signing the papers granting a poor peasant woman a pension for the rest of her life after the tragic death of her son in a machete fight. The exception to your benevolent image lies in your implacable hatred of the Sarakhanese peasantry. This hatred is rooted in unpleasant memories of childhood.

You have amassed an enormous fortune some of which you keep in Swiss banks although you don't feel you will ever have to use it. You even feel sufficiently confident to allow the Americans to persuade you to let Giannelli, the RDP leader, return on parole. You have ordered F.A.N.G. to keep Giannelli under surveillance, but not to move against him without ironclad evidence of political agitation. At the same time, you resent American pressures on Giannelli's behalf--you are not one to view opposition kindly. Meanwhile, General Navarro of F.A.N.G. has reported that the Communist Saladio might indeed be back in the country. (Your suggestions to President Johnson about the FLN were groundless when made.) You have ordered Navarro to find Saladio at once, if not before. If you could produce Saladio, or even prove the existence of a clandestine FLN, American pressures on you for democratic gestures might very well ease.

You have a power rating of 500, much superior to that of any individual or group which might challenge you--though challenge of any major proportion is highly unlikely. Your power, then, is unlimited for all practical purposes.

Power Rating: 500

MAJOR-GENERAL MORENO -- ARMY COMMANDER-IN-CHIEF

As one of the three generals directly under Suballa, you have spent almost your entire military career under the prevailing stability and are very thankful for it. As Army Commander-in-Chief for the past thirty years, there has been absolutely nothing to challenge whatever training and talents you have. Hence, for relaxation (and to keep in shape) you have taken to playing polo every afternoon, and there are standing orders that nothing less than a revolution should disturb your game.

Your main ambition for the past two years has been to replace General Medina when he retires as chief military governor as you feel he really has the softest job. You would not be greatly opposed to hastening his departure if it did not upset the stability of the regime. Your primary fear is that General Navarro, the cleverest man in the capitol, will use his secret police to uncover the problems which you know exist in the army. On occasion you have attempted to uncover his agents, and you would not hesitate to do so again. Nonetheless, you would never do anything against the wishes of Field Marshal Suballa to whom you are extremely loyal.

You permit your three subordinates to handle their commands as they wish, but this is no challenge to your authority as all three men were selected for their unfailing lack of initiative and unswerving loyalty to El Caudillo, and, of course, to yourself.

Power Rating: 70

BRIGADIER-GENERAL NAVARRO

You are the head of F.A.N.G., the dreaded secret police, much feared in Inertia. You are completely loyal to Field Marshall Suballa who has always given you a free hand to set up your informant network. You consider the army chief, Major-General Mareno, a polo-playing bonehead with no appreciation of tactics which do not involve several hundred men and a howitzer. He despises you equally and never tires of contrasting the simple honest soldier that he perceives himself to be with your devious Machiavellian image. You are not much more enthusiastic about Brig. Gen. Manuel Mediva who is in charge of the administrative side but have more respect for his intelligence.

You have hand-picked agents in each province--Madame Dulcinea Cervantes in Santa Filomena, Pancho Vargas in Marinara and Choi Oi Sao in Lucretia. You do not want any of these three to find out that the others are also working for you as you prefer that they have no opportunity to ally against you. You have a hold over all three of them. Senora Cervantes has a more-than-professional interest in you personally; Pancho Vargas is indebted to you for your long-standing but clandestine support for his artistic endeavors; and Choi Oi Sao owes his position as neo-Delphic oracle to you in that the whole idea of Mithraism was yours, designed to give the Sarakhanese an other-worldly outlet for their potentially explosive frustrations. These agents would be very difficult to replace, so you must be prepared to take care not to expose them. They each know there must be other agents working for you, but each are prima donna types who prefer to believe that they are, if not the only agent, quite the most important.

The only threat to your preeminent and comfortable position lies in the overthrow of the system. El Caudillo is too well aware of your abilities to let you go because of complaints from Moreno or Medina. Any democratic or popular parties like the RDP or the FLN are potentially dangerous for you, and you are particularly concerned to find Saladito who, you are informed by a foreign source, has actually retired to the country. You have also reason to believe that the FLN have some kind of party structure already set up and you would dearly love to find their agents. You are not so concerned about the RDP but are concerned to prevent them getting any kind of popular support.

You do not like the Americans, particularly the military attache, and you are aware that they don't like you, your methods and your organization. You are quite unscrupulous and will use any means to gain your ends. You are loyal only to El Caudillo and yourself.

Power Rating: 80

BRIGADIER-GENERAL MEDINA

You are the head of the administrative side of the government, which you run through three military governors, Lt. Col. Torremolinos in Santa Filomena, Lt. Col. Albeniz in Marinara and Lt. Col. Sanza in Lucretia province. All three are able officers. You are conscientious and an excellent administrator, as Suballa well knew when he appointed you. You are utterly loyal to El Caudillo whom you greatly admire.

You regard Moreno, the military commander, as idle, inefficient and unintelligent and feel that anyone who has time to play polo every afternoon cannot be doing a good job. At the same time you envy him his troops--you have hardly any of your own. You dislike but rather admire Brig. Gen. Navarro, the head of the secret police, and would be very interested to know who his agents are, something you have never managed to discover.

You genuinely feel that the democratic method is an inefficient way to run a country. You feel that Giannelli should not have been allowed back into the country and that the U.S.A. should not be allowed to influence your country's decisions. You are particularly keen to find Saladio or any of the FLN group and crush them once and for all before the Communist menace gets a chance to grow.

You get on well with the American contingent although you resent their interference about Giannelli. You have a good relationship with Colonel Y. F. Bill, the military attache who has expressed admiration for the efficiency of your administration.

All your three administrators are loyal to you but Sanza has told you that he disagrees with the government policy towards the Sarakhanese minority in Lucretia. Government policy, formulated by El Caudillo is that the Sarakhanese should be kept in a ghetto-type existence and given no political or other rights. You told Sanza at the time that government policy was government policy. He accepted this but he might bear watching.

Power Rating: 70

CARLOS ARMENDARIZ

In reality, you are the famous Communist Saladio, returned secretly from exile. Your cover name is Carlos Armendariz and your well-documented cover story is that you are an observer for the United Nations Economic Commission for Latin America (the man from UNECLA in short). Your ostensible duty is to go around the country taking down complaints about development projects. The major flaw in this cover is that the paroled head of the RDP party, Prof. Giannelli knows you and if he meets you, will recognize you (for game purposes the player playing Giannelli knows what cover story Saladio will be using). Giannelli would not be likely to betray you as he needs you to succeed in his aims.

You have the makings of a revolutionary party in the country who are not known to each other. Being Russian-trained, you have organized them on the cell principle. You have Pedro Lefevre, who is ostensibly one of the travel development people in Santa Filomena, Fulgencio Jimenez supposedly an economist in San Tomas and Truong Van Dong, who has been setting up schools among the Sarakhanese minority in Lucretia. They know you but do not know each other. You are aware that the RDP also have some kind of political structure set up. You despise the RDP but they are at the moment useful to you. While the military government is as monolithic and as effective as it is at the moment, you and Giannelli need each other but you naturally prefer to be able to take Giannelli over should you reach power.

You respect and fear Gen. Navarro, the secret police head and should proceed very carefully as his agents are also secret and unknown to you and probably to anyone else but Navarro. The army administrators are also fairly sharp and you should be careful with them.

You are a dedicated hard-nose Communist of lower middle class background. Truong Van Dong was trained in Albania, is pro-Chinese and his aims for the country may differ slightly from yours. Jimenez and Lefevre are native Inertians and Jimenez, at least, might well harbor Titorist tendencies. Lefevre is an orthodox pro-Soviet Communist. These divisions are not likely to matter unless the FLN party should succeed in taking over the whole country.

You will use any means available to achieve your end. You are not a humanitarian in any sense and would not hesitate to sacrifice even your own supporters for the furtherance of your ideological aims.

Power Rating: 90

PROFESSOR GIANELLI

You are the head of the RDP party, returned on parole to Inertia at the explicit request of the Kennedy administration. You are not allowed to engage in political activity but nonetheless you are determined to create a democratic party with sufficient popular support to eventually overthrow the military government. While the military government remains monolithic, you will need all the help you can get and so you might even be prepared to cooperate with the Communist FLN. You know that Saladio has returned to the country and that he is using as cover a job with the United Nations Economic Commission for Latin America. You are the only person in the country outside the FLN who knows this and therefore at the moment the only person who is able to betray Saladio to the government. You would not want to betray him at this stage, however, as you might eventually need him and his FLN guerillas.

You should also be aware that Saladio would take you over if he got the chance and that you must therefore develop personal popular support separate from any Popular Front which you and Saladio might develop. You feel that the divergence of interests between you and Saladio need not be too much of a problem while you are both out of power.

You have the makings of a party structure: Jaime Garcia, a professor at the University of Santa Filomena, Fernando Marico, a hotel-owner in Marinara, and Wang Ba-dan, a respected elder of the Sarakhanese community in Lucretia province. Saladio is aware that you have some organizational structure but he probably does not know the people and it is your choice whether or not to tell him who they are. Saladio also has some organizational structure but you do not know how much or where.

You have to tread very carefully with the government as they are obviously watching you. They are also very keen to find Saladio and you should be careful not to betray him unintentionally, though at the same time you

must be careful not to frighten the Americans, who are rather sympathetic to your cause but are adamantly opposed to Saladino and the FLN.

Also, there are presumably secret police agents about, whose identities are not known to you.

Power Rating: 90

JAIME GARCIA

As Professor of Economics at the University of Santa Filomena, you are engaged in a study of the capital's emerging social problems.

Secretly, you are also the RDP representative in Santa Filomena and liable to instant arrest if perceived as such.

You are a local boy, educated at the University of Santa Filomena.

You have engaged secretly in pro-democratic activities for some time,

but your efforts have been given impetus by the return of Professor Gianelli. He is your accepted leader and you are loyal to him and take his orders. You should remember that the terms of his parole are that he does not engage in political activity, and that therefore the government and the secret police organization (F.A.N.G.) will be watching him closely.

You should be careful neither to get him into trouble now, by too close contact with him, nor betray your RDP standing. The Americans are of course sympathetic to the RDP but cannot give much help as the principle of American policy is not to interfere in the government of other countries. There are other RDP people in the country -- Wang Ba-dan in Lucretia Province and Fernando Marico in Marinara. F.A.N.G. would dearly love to have information on membership, so you should be careful not to expose your fellow RDP members.

There are also FLN people in the country under the leadership of Saladio who, rumor has it, returned secretly to the country some time ago. You are anti-Communist and anti-Fascist but you do appreciate that it may be necessary to use FLN help in overthrowing the military dictatorship. You should also be alive to the danger of being over by the FLN and treat any FLN you may meet with some reserve.

Remember also that secret police agents are scattered over the country and you should be careful about speaking freely even in private. Gianelli of course knows all the RDP people and you can check any suspicions with him.

Your students are pro-democratic but possibly unreliable and of course possibly infiltrated by the secret police.

Power Rating: 40

PEDRO LEFEVRE

You are the FLN man in Santa Filomena. You belong to an illegal party and will be arrested if you are ever discovered. You are a native-born Inertian, middle class, educated at the University of Santa Filomena where you first became interested in Communism. You are a pro-Soviet hard-core Communist and your aims are obviously the total overthrow of the military regime. Saladio has recently returned to the country, disguised as an agent of the United Nations Economic Commission for Latin America, by name Carlos Armendariz. He is your leader and you are loyal to him. You have been informed, from Cuba, that you will be the agent for the receipt of money subsidies from Havana, for which your ostensible activity as a member of the Inertian Tourist Board is ideally suited.

The chief danger to you is the Secret Police organization, F.A.N.G., whose agents are everywhere. The governors and the army commanders are also on the look-out for you, but F.A.N.G., being covert, is the main threat. There are other FLN agents in the country, but the group is deliberately organised in the cell principle and you do not know who they are. There is also Professor Gianelli, the paroled head of the R.D.P. party, whose policies and whose affiliations with the U.S.A. you despise, but who could be useful to you. You should not approach him yourself without Saladio's orders, and naturally, if the FLN were to make any alliance with him, you would hope to be able to take him over when the party reached power. The FLN at the moment needs all the friends it can get. In this, as in any other negotiation, you should follow Saladio's lead as you are in complete accord with his policies.

You might give some time to thinking out a thoroughly convincing scheme for improving Inertian tourism just in case anyone asks you.

You may obviously move freely around the country but you must be very careful not to expose your cover. If you do move around the country you must decide whether or not to take your small but dedicated guerilla band or to leave them behind. Take Saladio's orders on this, but read the section in the rules headed Troop Movements carefully.

Power Rating: 30
With your troops: 60

COL. DE PRANO ---COMMANDER OF GARRISON IN SANTA FILOMENA

You and your men are stationed five blocks from the palace and are specifically responsible for the safety of El Caudillo and his entourage as you have been since 1934. In those 32 years, there have been no uprisings. In fact, you have had very little work as a military commander. The situation is entirely satisfactory, and you fully expect it to continue.

Unfortunately your bureaucracy is rather inefficient -- orders, requisitions, requests and the like often get misplaced. Unless an order from Gen. Moreno is extremely important, therefore, it automatically becomes lost unless repeated twice from above. This has not caused any serious consequences, however. As long as the situation remains as it has been for the last 32 years, you remain in control.

At times, though, you have been somewhat jealous of the administrative jobs under Gen. Medina. The foreign-educated officers under Medina sometimes annoy you with their pretensions to superiority and with their belittling remarks about your commander, Gen. Moreno, to whom you are extremely loyal. You are well aware, however, that what really matters in the army is command of the troops. Either you or Lt. Col. Torremolinos must be in Santa Filomena at all times, or anarchy might follow. You suspect that if you temporarily assigned your troops to Torremolinos, he might try to keep them permanently.

You have established a hands-off attitude towards Gen. Navarro and F.A.N.G. and are very happy to keep it that way. You are on good terms with Col. Y.F. Bill, the U.S. military attache, who seems to be impressed with your command of the situation.

Power Rating: 30
With troops: 60

LT COL TORREMOLINOS

You are the military governor for the city and district of Santa Filomena. You report directly to Brig-Gen Medina and are of marginally higher status than the other two military governors, Lt. Col. Albeniz in Marinara and Lt. Col. Sanza in Lucretia inasmuch as you have the prize station--the capital city. They are of course your rivals, but you all get on well. You are an excellent administrator and an ambitious career officer. You personally like your superior Gen. Medina and admire his abilities. You dislike but have a sneaking admiration for the head of the secret police organization (F.A.N.G.), Brig. Gen. Navarro. You also like your job and feel that a military government is the best way to win a country as only the army has the necessary organizational structure. You tolerate the presence of Giannelli the paroled RDP leader because you are under orders to leave him alone unless you could produce unquestionable evidence that he had been engaging in political activity. You are not concerned yourself to watch Giannelli all the time as the secret police can be relied upon to do this. You are also under orders to look out for Saladio, the FLN leader, who is reputed to have returned to the country, and to try to discover the identities of his contacts.

You rather despise the stupid men who command the army garrisons, Col. de Prano in Santa Filomena, Col. Madeira in Marinara and Col. Morgan in Lucretia. At the same time you envy them their troop commands as well as their superior rank and often feel that you would like to trade in your long hours and bulging files for the open-air army life. You also sometimes feel that the way to the top in the army is not through the administrative side. You note that the troop commanders are full colonels while you and your fellow administrators are Lt. Cols. You rather like Gen. Moreno, although you do not have a high opinion of his intelligence. You are however an army officer, utterly loyal to Suballa and basically contented with your set up.

You are, although ambitious, a patriot and a man of honor, not given to opportunism. You consider human relationships are initially beneficial and are exploitative and genuinely feel the present system of government is the best way to raise standards of living among workers and peasants.

You get on well with the American contingent in the country, as you and they share a high interest in the stability of Inertian politics. You get on particularly well with Col. Y.F. Bill the military attache in whom you recognize a fellow career officer.

You may move around freely but some members of the government will always be in Santa Filomena or anarchy ensues. Effectively you have no men of your own, and therefore no potential for violence unless you should require troops. Without troops you must rely on Col. DePrano to retain law and order. Since De Prano is a bumbler, you feel that you could work more effectively if you had command of his troops.

Power Rating: 40

ELIOT GREENOUGH -- U.S. AMBASSADOR TO INERTIA

You are a career diplomat in the style set by the Kennedy administration, and not a political appointee. The policy of the U.S. government is to lead Inertia gently into the twentieth century; to introduce at least the possibility of a democratic government. You would therefore oppose any attempt by the government to interfere with the liberty of Gianelli, unless they could prove to you beyond any possibility of argument on your part that he had been politicking. You would of course be disinclined to back Gianelli if you found out that he was cooperating with the FLN as it is against American government policy to support the Communists, directly or indirectly. Apart from this one point you should follow the traditional pattern of non-intervention in the affairs of Inertia. You get on well with El Caudillo although you rarely see him and also reasonably well with General Medina. You hardly know the mysterious General Navarro and are fairly indifferent to General Moreno. You get on very well with Lauterpacht and use him as a channel of communication to the government.

You are a little skeptical of the existence of the alleged FLN/Communist threat, and are not at all sure that Saladio really is in the country. If you were to become convinced of his presence, you would be inclined to be more tolerant of the dictatorial methods of the local regime.

Power Rating: 40

HARVEY LOWELL RICHARDSON -- A.I.D. REPRESENTATIVE IN
SANTA FILOMENA.

Since your graduation from Iowa State in 1952 and the Fletcher School of Law and Diplomacy in 1954, you have been vigorously concerned with the economics and politics of underdeveloped nations, Latin America in particular. You spent one year studying in Venezuela and have since had other assignments abroad. You are the first in your family to have voted Democratic, and were inspired to join A.I.D. by Kennedy. You feel that A.I.D. can really get to the heart of things by helping the peasantry and thereby striking at the roots of the Communist influence.

Your basic goals in Inertia are to make sure that money gets where it will do the most good. The problem is to get it to the peasants and the workers who might otherwise be attracted by the now-weak FLN movement and keep it away from the FLN itself. You are also concerned that the Sarakhanese minority who are oppressed, disenfranchised, and (you feel) potentially revolutionary should get some of the money and you try and pressure Sanza to allow it. By getting the money to projects that will help the peasantry establish some sort of reasonable social-political base, you believe that you are thinking ahead to the day when Suballa will be gone and a reasonable chance for democracy might emerge.

You feel that Major Bill, the Military Attache, may not be in sympathy with you. You suspect him of supporting the present regime, and think that he would support one of the generals to succeed Suballa. Fortunately, the Ambassador is much more on your side and because of the country team concept in the State Department, Bill is constrained to follow the Ambassador's lead.

You are on good terms with Gianelli and, with the Ambassador, prepared to protect him to the limit of your powers from harassment. You are also on good terms with Carlos Armendariz the representative of the United Nations Economic Commission for Latin America.

Power Rating: 20

COLONEL Y. F. BILL. U.S. MILITARY ATTACHE.

You are a sharp and highly ambitious career officer. You want to do a conspicuously good job in Inertia, not merely to get by. You do not exactly approve of the present dictatorial system, but Inertia is, after all, stable and working on its economic problems, not in the terrible mess common to far too many Latin American countries. You were originally an undifferentiated supporter of the democracy along U.S. lines, but your experience in Asia and Latin America has tended to convince you that this point of view is unsophisticated and unhelpful. At the same time, you feel that after Field Marshall Suballa goes, there is really no one else who could quite fill his place as dictator, and that none of the three generals, Moreno, Navarro, or Medina, would be able to take over without engaging in a war with the other two. You are therefore on the look-out for some system that the U.S.A. could support after El Caudillo's ultimate demise. You tentatively think that some form of democracy supported by a strong Army on the pattern that obtained in Brazil before May 1965 might meet the case and are looking around for the ingredients. You essentially do not want to meddle with the government or the internal politics and indeed would lose a great many points should anyone complain to the State Department. The Ambassador has tacitly given you the go-ahead but could not support you if you were caught.

You also have to be careful not to get Professor Gianelli into conspicuous trouble. He is on parole, not to engage in political activity, and the military government is just waiting for him to start.

You are on good terms with all the military people, armed forces and administrative, including General Navarro, head of F.A.N.G., whose abilities you respect. Still, the idea of a secret police force does not strike a responsive chord in you. Further, you are always careful to express your admiration equally for the armed forces and for the administration so as not to be caught in the verbal cross-fire between the two factions.

You have reason to believe that Suballa's stated fears of FLN activities are trumped up in order to get U.S. military aid, but you are nonetheless very concerned with possible Communist intrigues. If Saladio is really in the country, you should use your influence with the government to urge that he and his infrastructure be rooted out.

Power Rating: 20

MR. ALEXANDER J. PIPPIN----UNITED FISH CO. REP. IN SAN FILOMENA

You are the Inertia representative for the United Fish Company of Boston, a key employer of the people of Inertia. . . . Most of the activities of the company are centered in the port city of San Tomas, but you maintain your office in the capital city of Santa Filomena in order to deal with government officials.

Your relations and your company's relations with Field Marshall Suballa have been excellent over the past thirty years. He supports private enterprise and is a staunch anti-Communist; he supports United Fish as it provides jobs for some of the people at the same time as it provides a steady amount of income for the state, most of which finds its way to Suballa's own pocket. You think it is too bad that El Caudillo has had to institute repressive policies from time to time, but you feel he is doing the best he can under the circumstances. You are also on good terms with the American Embassy.

You have a high interest in stability. You tend to use forceful persuasion, not violence, in dealing with others, and tend to opportunism, not honor. You are a firm believer in the American way of industry, free enterprise, no creeping socialism, etc.

Your direct representative in the fishing port of San Tomas is Mr. Arthur Caulfield, a fellow American. You deal with him mostly in the capital city or on the telephone, flying out to San Tomas only in cases of emergency. While you are capable of moving out of the capital, you will in fact lose points for doing so. You should therefore be sure that this loss will be outweighed by any benefits you expect to gain by moving.

Power Rating: 40

H. JON LAUTERPACHT

You are probably the country's richest man with substantial interests in the Santa Filomena hotels, two new beach clubs, and several night clubs and theaters. For this reason, you are very well in with the existing power structure, most of whom owe you favors. At the same time, you are inclined to believe in the democratic experiment, and hope that in due course it may be possible for Inertia to be democratically governed. You would never be inclined to start any action towards this end but would certainly be prepared to support a pro-democratic leader. However, in the present state of Inertian government, with the democratic party outlawed, you would be very cautious about giving any support at all to any democratic representative who might approach you, as you have your own interests to consider.

You are a man of honor, not inclined to opportunism, as you feel you have all the money and power you could want. You abhor violence as a means to your ends. You are on good terms with Gianelli whom you previously supported when the RDP was legal, and also on good terms with Lt. Col. Albeniz, the governor of Lucretia, whose efficiency and intelligence you admire. You regard the military commander, Gen. Moreno, as a knothed, and dislike, ideologically and personally, Gen. Navarro, the head of F.A.N.G.

You are a patriot and hope that Inertia can someday have its place with the more progressive Latin American countries. You get on well with the Americans and should take pains to do so, as you have been able to negotiate considerable economic aid from them. Despite your interest in progress, you are much concerned with stability and are quite prepared to live with a repressive but stable military government rather than a democratic but unstable government. This is not only to further your interests; you have seen the disastrous effects of revolution on the economy and people of the Latin American countries and wish to avoid these effects for Inertia.

Power Rating: 60

SENORA DULCINEA CERVANTES

Your husband, Don Carlos de Velasquez Cervantes, is the Inertian Ambassador to the U.S.A. You voluntarily remained behind in Inertia, ostensibly to look after the vast Cervantes family holdings and to pursue your studies of Inertia's piratical past. In fact, you stayed because you are in the employ of Brig. Gen. Navarro, the head of F.A.N.G., the secret police, and are one of his most trusted and loyal employees. You were recruited by Navarro himself after the Second World War. He is an extremely charming man.

You are ruthless and extremely ambitious. An attractive woman, you fought your way from a lower middle class background via the stage to being the wife of one of the country's richest men. Your husband, however, has disappointed you because he is something of a playboy with no taste for power. He does not know, and would be shocked to hear, that you are in any way connected with Navarro, whom he despises but fears.

Although you are a snob with a real distaste for the unwashed peasantry, you are in F.A.N.G. primarily because of the power and excitement it brings -- and because of Navarro. You are loyal to Navarro and always seek to impress him. You know, obviously, that he uses other agents, but you do not know who they are; you are aware that some kind of FLN structure exists and you suspect that the FLN leader, Saladio, has returned to the country. It would be a considerable coup if you were to find him for Navarro. You know also that the RDP party is organized to some extent but you despise their leader, Professor Gianelli, whom you perceive to be a weak-kneed, harmless liberal. Your orders are not to move against Gianelli unless you can prove that he has been engaging in political activity. You may, however, try to root out his real or suspected agents. One of your main preoccupations is to conceal your membership in F.A.N.G. Were it known that you are an agent, your usefulness to Navarro would be at an end, and the connection abruptly severed. Also, it is possible

that your husband might divorce you and thereby ruin your social standing. At the same time, if you are not entirely loyal to Navarro, you are sure that he would not hesitate to betray you: as an employee, in which case you would only be safe if you could insinuate yourself into power some other way.

You have no hesitation in using violent means if they will serve your purposes, and no loyalties except to yourself and to Navarro. You perceive society as exploitative and wish to remain on the exploiting end.

Power Rating: 50

ALFREDO LIBERTINO CREDENZA -- Absentee Landowner -- Santa Filomena

You own sugar plantations in the agricultural province of Lucretia.

Your local agents, Fulgencio Pascual and Guillermo "El Tigre" Guzman, handle day-to-day management of the estates, Pascual dealing with the native Inertian sugar workers (by far the largest group), while Guzman has been retained to deal with the Sarakhanese minority sugar workers. Pascual and Guzman collect the rents and forward them to you in the capital city, Santa Filomena, to support your rather conspicuous spending habits. Should the peasants refuse to pay you, you can attempt to have your agents force them off the land, but of course you do need enough peasants to get in the harvest or you are defeating your own purposes.

You reside in the capital, visiting Lucretia but once a year, at Christmas-time, to distribute candy to the Inertian (but not the Sarakhanese) peasants. You may thus make one free trip to the province. For any additional trips to Lucretia, you will lose points. You may go, however, if you think it is really worth it, i. e., if you would lose even more heavily by not going. You may use the telephone or messages for other discussions.

You oppose any social change among the peasants, as your hold over them, apart from the economic aspect, is based on their illiteracy and internal disorganisation. You oppose social equality not only because it would be inconvenient, but out of conviction that you are innately superior to the peasants.

You enthusiastically support the Suballa regime for running the country efficiently and without danger of social revolution.

Power Rating: 40

MIDDLE CLASS --- SANTA FILOMENA

Study the scenario, particularly the section on the social and economic background of the country.

Objective: to keep earning a living.

As long as there continues to be stability in Inertia, you are able to earn your normal income from your small shops, stores and white collar jobs, and gain points for doing so.

You, like most Inertians, respect and revere Field Marshall Suballa. Although you recognize that he has used harsh means on occasion, you support his ends and feel that on the whole his presence is essential to preserve a stable and modestly prosperous order. You are not likely to take major risks.

You are most responsive to any appeals that offer you economic and material benefits. You feel strongly about the sanctity of private property, and oppose what little FLN activity there has been in Inertia.

Your people are:

highly cohesive

bound by common economic circumstances in a common outlook

highly interested in bettering their material advantages

admirers and supporters of El Caudillo

of moderate income

of high school education

literate

You oppose the improvement in the lot of the slums and workers (one of them might want to marry your daughter!).

Since you are a group, you are immobile and may not leave Santa Filomena.

Population: 70,000

Power Rating: 50

URBAN WORKERS ---SANTA FILOMENA

Study the scenario, particularly the social and economic background section.

You are wage earners in the capital city of Santa Filomena employed in light industry, service occupations and the like. You are happy with your jobs and are much better paid than you were once were. You oppose anything which would threaten your security. Like most Inertians, you revere, respect and admire President Suballa. In your opinion, he has accomplished a great deal for Inertia, putting things on a stable basis which has enabled the industries which support your present jobs to thrive. You do not worry about Suballa's use of violent means unless such means are against you, a rather unlikely event. Your acknowledgement of any obligation to take an active part in the political system is low. You tend to look upon government and politics as somewhat unpredictable and threatening forces, taking the attitude "Let El Caudillo take care of it; he knows what's best for Inertia." You have hardly any membership in political organisations and there is little union activity among the group. You are sketchily informed of political facts and are oriented more as passive subjects than as participant citizens. You are little concerned with the welfare of the slums or other groups in the city. You would perhaps like to copy the life-style of the middle class, but they look down upon you.

You may not travel.

Population: 300,000

Power Rating: 60

SLUMS -- SANTA FILOMENA

Read the scenario, particularly the section on Inertia's economic and social background.

You constitute the slum dwellers in the capital city of Santa Filomena. What little unemployment there is in the city may be found in your ranks. In large part you are uprooted native Inertian peasants from Lucretia province who have come to the capital seeking work. Although your lot is a miserable one, you are suspicious of change -- you realize that although things at present are bad, they could still get worse. However, like most Inertians, you revere, respect, and admire Field Marshall Suballa and regard him as the benefactor of the country. It has never really occurred to you to use violence and demonstrate, for you realize that this sort of thing is just not done in Inertia, except against the Sarakhanese minority. You roundly despise these Asian intruders.

You sense a low degree of obligation to work through any political system, preferring the attitude "Let El Caudillo handle it; he knows what's best for Inertia." You do not participate in any voluntary political organisations. Although American aid has helped build a clinic and a school in the slum, you are not pro-American. You have heard some people accuse the Americans of draining money out of Grenadilla for their own purposes and are half-convinced that this must be how they get big cars and the money to put up the clinics.

Your people typically have families of seven or more children, many deserted by the fathers. Almost all of you are illiterate, the crime rate is astronomical and disease is common. Your diet is mostly fish and beans. Your ambition is to obtain jobs like those presently held by the urban workers. You see some hope in this area as you know that the government has sent Professor Garcia to study your problems -- an evidence of El Caudillo's concern for your welfare.

Population: 80,000

Power Rating: 50

STUDENTS -- FILOMENA UNIVERSITY

You represent the university students in the capital city, a group which has never been noted for its intellectual or political zeal. Since the Inertian elite usually send their children abroad to be educated, and since very few peasants and workers have received any schooling, the local student body derives mainly from families of cautious middle class businessmen and lower-ranking military officers. Most find employment upon completion of their studies, but lucrative jobs are few in Inertia and so there is considerable competition for grades and for recognition among the students. It is of prime importance to all students that the university remain open and that they be allowed to continue their studies.

In politics, you are mildly pro-democratic but view the Suballa regime as one of the natural features of Inertian life. You have long been indoctrinated in love and respect for El Caudillo, both at home and in school, and are not likely to engage in any plots to overthrow him. (You also realize that controls are tight, that F.A.N.G. is probably watching you, and that unauthorized political behavior on your part would probably result in the university being closed.)

Nonetheless you are not particularly fond of any of the generals -- your loyalty does not extend beyond El Caudillo. You are also rather critical of the Americans and feel that United Fish is far too influential in Inertian affairs. You tend to respond well to nationalistic appeals but are not prone to violence unless your direct interests are threatened.

Power Rating: 40

Number: 4,000

COL. MORGAN -- COMMANDER IN LUCRETIA

You are the commander of the military garrison at Lucretia. Basically, you are happy with this job, as it involves a minimum of important decision-making on your part. As a native of Lucretia, you are well aware of the problems caused by the immigration of the Sarakhanese with their peculiar ways. You are quite able to handle the occasional incidents between the Sarakhanese and the native Inertian peasantry in accordance with the official government policy that the Sarakhanese are always wrong.

Your attitude towards the peasantry is based on the idea that since you rose to your present position through hard work and recognition by General Moreno (to whom you are unquestionably loyal), any peasant could do the same.

Although you were from the middle class, you do not believe that there is any giant barrier to any of the workers in the sugar fields to do as you did, as you are fond of telling them whenever you inspect the garrison on the plantations.

What you would like now is to move over to the governmental administrative post held by Lt. Col. Sanza, Gen. Medina's man in Lucretia as you feel he really has the soft job without your responsibilities. The American military attache, Major Bill, whom you have met on your trips to Santa Filomena, is a friend of yours. You resent Lt. Col. Sanza particularly as he does not hide the fact that he thinks you are a fool and you suspect that the U.S. AID man, Richardson, concurs. You suspect that there are F.A.N.G. agents in Lucretia but you have no idea who they are, and you are somewhat afraid of what they might do to your position.

Either you or Sanza must remain in the province at all times or anarchy will ensue and El Caudillo will be displeased. Your military forces are rather inefficient and nothing can be accomplished until orders are repeated twice from above. Still you are cautious about leaving your troops in Sanza's hands as he might not give them back.

Power Rating: 30

With troops: 60

LT. COL. SANZA

You are the military governor in the province of Lucretia. Your fellow governors are Lt. Col. Torremolinos in Santa Filomena and Lt. Col. Albeniz in Marinara. Lt. Col. Torremolinos probably has the prized job -- Santa Filomena--but you feel that you are the only one of the three who could handle the complex administrative problems of Lucretia. You have the Sarakhanese minority to deal with, who are a problem. They have not received acceptance from the Inertian peasantry but they are easily offended and keep to themselves. The Inertian peasantry feel themselves superior to the Sarakhanese and vice-versa. Incidents are common between these communities. Government policy towards the Sarakhanese, as dictated by Field Marshall Subalka is to keep them apart and suppressed and to back the native Inertians against them in any dispute. You are loyal to Subalka, and to your immediate superior Brigadier Gen. Medina but you feel that the official attitude towards the Sarakhanese is misguided. You feel that they should be assimilated and for this reason, you get on well with Wang Ba-dan, a respected elder among the Sarakhanese.

You are unusual in the army in that while you feel that stability is the more important thing for Inertia you have some feeling that a military government is not a final answer. You once cautiously expressed your feelings on this and on the Sarakhanese problem to General Medina who received it with no favor at all. You are therefore very hesitant about expressing such convictions, the more especially since you have seen the chaos into which other Latin American countries have been plunged by the democratic experiment.

You dislike Col. Morgan the army commander in the province as he follows government policy towards the Sarakhanese to the letter and is in your opinion, a clod anyway. You do rather envy him his troop command as you sometimes feel that all your life will be spent walled up in an office with the files. You have to rely on Morgan to provide forces to maintain law and order and feel that your job could be done more effectively if you commanded the troops yourself. You may move freely through the country, but either you or Col. Morgan must be present in Lucretia at all times or anarchy will ensure.

You get on well with the Americans, especially Richardson who is always at you to give more help to the Sarakhanese peasants. You do agree with him but you have been hitherto inhibited about saying so as your primary loyalties are of course to your own government. You have rarely met Gen. Navarro but dislike the idea of a secret police force very much.

Power Rating: 40

GUILLERMO "EL TIGRE" GUZMAN -- Landowner's agent -- Lucretia province

You are one of the provincial agents for Alfredo Libertino Credenza, who, together with his large family, owns most of the land in Lucretia province.

It is your job to handle the day to day management of that portion of the estates on which the immigrant Sarakhanese minority sugar workers live and work. The much larger portion of the sugar estates on which the native Inertian sugar workers work is managed by Fulgencio Pascual. However, you have been hired by Credenza specifically for the purpose of dealing with the potentially troublesome Sarakhanese, who seem to feel they have some minimal right to express grievances about their lot.

You are extremely tough in your dealings with the Sarakhanese, tending toward violence, not persuasion. You dislike them intensely and are quite aware that they hate you in return. This latter does not concern you in the slightest, as Suballa's anti-Sarakhanese policy means that it should not be difficult for you to get government support in the event of any dispute.

It is your job to collect the rents and forward them to Credenza in the capital city. He does not ordinarily visit your province except in case of emergency, so your only usual contact with him is by telephone or mail.

Your objectives are to keep the Sarakhanese in line and to keep them working, so that you can keep the rents (out of which your wages are paid) rolling in. Your relations with Credenza are good as long as you can accomplish these objectives. Your relations with Pascual are often strained, as you approach your jobs differently, but so far you tolerate each other.

You are suspicious of Richardson, the U.S. A.I.D. man, whose activities might arouse undue expectations among your charges. You are obviously against the opposition parties and therefore keep an eye open for RDP or FLN organizers, whom you would not hesitate to report to the authorities.

Power Rating: 20

FULGENCIO PASCUAL -- Landowner's agent -- Lucretia province

You are one of the agents for Alfredo Libertino Credenza, who, with his large family, owns most of the land in Lucretia province.

Your job is to handle the day to day management of the estates on which the native Inertian sugar workers live and work. A smaller portion of the estates, that tilled by the itinerant Sarakhanese sugar workers, is managed by your counterpart, Guillermo "El Tigre" Guzman.

Your objective is to collect the rents and forward them to Credenza in the capital. Credenza visits you but once a year, at Christmastime, when he distributes candy to the children of the native (but not the Sarakhanese) peasants. Otherwise your contact with him is chiefly by telephone or mail.

You are firm but fair in your dealings with the Inertian sugar workers, tending toward persuasion, not violence. It is your feeling that treating them less harshly will lead to better results --- but this philosophy is helped by the fact that the peasants are for the most part thankful to retain their jobs and are not prone to violence themselves.

Your goal is to keep the peasants in line and keep them working, so that you can keep the rents (out of which your wages are paid) rolling in. Your relations with Credenza are good as long as you can accomplish these objectives. Your relations with Guzman are tolerable, although you approach your jobs rather differently. You oppose anything that might stir up your peasants and thus cut production.

Power Rating: 20

INERTIAN SUGAR WORKERS (Lucretia Province)

Read the scenario, particularly the section on the economic and social background of the country.

You are native-born Inertians, fully employed only during the three months of the year when the sugar crop is harvested. You must try to make your meager income last for the remainder of the year. This you rarely succeed in doing, even though you do try to get odd jobs to help tide you over.

You work in the agricultural province of Lucretia on land owned by Alfredo Libertino Credenza who spends most of his time in the capital. In fact you see him only once a year, at Christmas time, when he makes a journey to Lucretia to distribute candy to your children. Otherwise, the land is managed by Credenza's agent, Fulgencio Pascual. Your attitude towards Pascual is one of resigned tolerance. You dislike him, but he does try to be fair. He means well, but exploits you nonetheless. You are, after all, thankful for the privilege of keeping your jobs, since you are constantly reminded of the much worse lot of the immigrant Sarakhanese sugar workers who are frequently unemployed, in poor years even at harvest time, and whose land agent, Guillermo "El Tigre" Guzman, is very harsh. You approve of Guzman's harshness enthusiastically.

You have grown accustomed to Suballa and because you see him as a protector against cheap Sarakhanese labor, you revere him. You are likely to have his picture on your wall and to turn out en masse to cheer him on the rare occasions he visits the province. You are not very self-aware politically -- except as regards the Sarakhanese -- and are almost 100% illiterate. Your grievances and burdens have been great. No doubt you would support land reform if someone advocated it, but for the past 30 years no one has and you are extremely unlikely to do so on your own initiative.

You may not leave the province.

Your attitude toward the Sarakhanese workers is one of resentment and dislike. You disapprove of their "invasion" of the country which threatens your economic position. Besides, you see them as a filthy, strange lot whose customs are totally different from yours and who tend to stick together in their refusal to become totally assimilated into Inertian national life..

You are slow to anger and not politically active, but once sufficiently aroused, you tend toward violence, not persuasion, in the settlement of disputes. Whatever you do, you always do as a group --- there is no internal dissent among you. You generally have a submissive attitude toward authority and tend to react favorably to authoritarian tactics. Average family size is seven. Crime rate is high, particularly in the off-season.

You feel absolutely no obligation to play an active role in the political system and tend to regard government and politics as somewhat unpredictable and threatening forces. You have formed no voluntary associations or clubs -- when a Peace Corps worker once tried to organize you into a development league to build a new school, you failed totally to understand what he meant and he left in disgust.

Population: 1,164,000

Power Rating: 60

SARAKHANESE MINORITY SUGAR WORKERS (Lucretia province)

Read the scenario, particularly the section on the economic and social background of the country.

You are second-generation Sarakhan Inertians whose ancestors were shipped from Sarakhan to help with sugar harvesting. With the inevitable growth of the native Inertian population over the years -- combined with fluctuations in the world price for sugar -- your usefulness has declined and is now sometimes marginal in poor sugar seasons. Your only chance for employment is during the three months of the year when the sugar is harvested, and even then you are migrants, journeying from hacienda to hacienda in search of one which needs additional labor for the harvest. Currently you are living on land owned by Alfredo Libertino Credenza who spends most of his time in the capital. The hacienda is managed on a day to day basis by Guillermo "El Tigre" Guzman, who is very tough in his dealings with you, and whom you utterly despise. You feel like leaping at him if you got the chance, but refrain from doing so because this would mean you would lose your jobs and starve. He further infuriates you by occasionally getting drunk and proceeding to insult the dignity of Sarakhanese womanhood.

You do not know a great deal about the activities of El Caudillo but realize that as long as he is power, the present intolerable situation will continue. However, you have no means to unseat him as his controls over the population, both overt and covert, are uncompromisingly strict. No dissent is tolerated, as you found out when one of the more outspoken of your group mysteriously disappeared during a private camping expedition. He was said to have been eaten by piranha fish.

You are becoming increasingly self-aware politically but are almost 100% illiterate. Your burdens and grievances against the regime have been great. Your attitude toward the native Inertian workers is one of

envy mixed with resentment. You realize that they are getting all the good sugar jobs merely because they are Inertians, and you therefore feel discriminated against. Despite your flirtations with politics, you tend to regard government in general as exploitative and as a somewhat unpredictable and threatening force. Representatives of the government appear to be against you, not for you. Should you become sufficiently aroused, you tend toward violence, not persuasion... but you must needs be very careful as the Inertians would suppress you ruthlessly.

You may travel within Lucretia province but may not leave it.

A recent development in your ranks has been the appearance of the neo-Mithraic religious group led by the bonze Choi Oi Sao, whom you respect and admire. Your cultural leader, however, remains the respected elder Wang Ba -dan. The Sarakhanese teacher, Truong Van Dong, also achieved a good deal of respect within your community. You are pre-disposed toward authoritarian systems of government and not democracy; you tend to react favorably to authoritarian tactics.

Average family size is seven; education (except religion) is very poor. The crime rate is high, especially in the off-season for sugar.

Population: 582,000

Power Rating: 60

WONG BA-DAN

You are a member of the illegal RDP party in Lucretia and could be imprisoned or worse if this were found out. You are a respected elder of the Sarakhanese community, and an educated man. You are opposed totally to the military government because of Field Marshall Suballa's policy towards your people. The only member of the government you can stand at all is Lt. Col. Sanza, the military governor of the province, whom you know to have opposed official policy on the Sarakhanese question. He is at the same time a loyal army officer and, as matters now stand, would be duty-bound to jail you should you try to persuade him to go against government policy. You feel however that he is a much more liberal and cultivated man than anyone else in the army. You report of course to Gianelli, the RDP leader, but should be very discreet in order not to get him in trouble -- he is closely watched.

You believe that the Sarakhanese should be integrated with the rest of the population and fight equally against prejudice on the part of the Inertian peasantry against your people, and your people's own prejudice against the locals. You feel that Inertia must be one nation with all nationalities working together. In this, your major opponent is Choi Oi Sao, neo-Delphic oracle of the Mithraic religious sect. You also believe in democracy along U.S. lines.

You should remember that these views are unacceptable to the regime and that secret police agents (members of F. A. N. G.) are scattered all over the country. Also in the country are members of the FLN party, supposedly under the leadership of Saladio. You are opposed to any form of totalitarian state and consider communism no improvement on a military government, but you should be prepared to use FLN against the existing government, while being careful that FLN do not take you over. FLN agents are also secret to you but Gianelli may know some of them. There are other members of the RDP in the country -- Fernando Marico

in Marinara and Professor Garcia in Santa Filomena, and you must be careful to protect their identities from F.A.N.G.

You also get on well with the AID man Richardson who is trying to bring pressure to bear on the government to change its behavior towards the Sarakhanese minority.

Power Rating: 40

CHOI OI SAO

You are the neo-Delphic oracle of the Mithraic sect, which has recently grown up among the Sarakhanese sugar workers in Lucretia province.

You are in reality a member of F.A.N.G., the secret police organisation headed by Brig-Gen. Navarro, and one of your major preoccupations is to conceal your membership in this much hated and greatly feared group.

You were recruited by General Navarro on the basis of your fanatical anti-Communism to work in secret against the FLN organisation. A Sarakhanese elder, you have considerable power in the Sarakhanese community which, though largely Buddhist, venerates your alleged piety. You are opposed to any idea of integrating the Sarkhanese community with the Inertian peasantry whom you despise and regard as a lower form of life. You are of course threatened by the very existence of the Communist ideology as personified by the FLN group and would have no hesitation in using violent methods against the FLN if you could find them. At the same time, it is important for your standing in the Sarkhanese community that you be not revealed as a member of the secret police as the Sarkhanese might turn to your rival for their loyalty, the much respected, Wang Ba-dan. Wang Ba-dan is your rival in every possible way as he advocates the assimilation of the Sarakhanese and the peasants which would not suit your purposes.

You are loyal to yourself and to no one else except Navarro, a loyalty bred purely of fear.

Power Rating: 50

TRUONG VAN DONG

You are a Sarakhanese schoolteacher, ostensibly working to develop a literacy program among your backward and oppressed people. In reality, you are a hard-core Communist on the Chinese model and representative of the illegal FLN in Lucretia Province. As such, you are liable to immediate arrest and imprisonment if detected.

As befits your type of Communist, you are ruthless and do not mind terrorizing wavering supporters. You report to the distinguished FLN leader, Saladio, who has returned to the country in the last few months. You are aware that he is disguised as Carlos Armendariz, an observer for the United Nations Economic Commission for Latin America. There are other FLN members in the country but the group is organized in the cell principle so that you do not know who they are. There are also various representatives of the RDP party in the country; aside from their paroled leader Gianelli, these are also unknown to you. You despise the RDP ideology with its wavering democratic structure but you will probably have to work with them as the military government is extremely powerful and effectively organized. You have also certain reservations about Saladio in view of the Sino-Soviet split in the international movement, but you should not let this influence you unless and until a revolution succeeds. In that case, you would be primarily concerned with eliminating all U.S. influence, isolating Inertia from the West, and driving it totally into the Socialist camp.

You have little contact with the military commander Col. Morgan but you know the U.S. AID man, Richardson, and the military governor, Lt. Col. Sanza, whom you find, although representatives of imperialism and of the hated military regime, sympathetic to your people. Remember that the regime is trying to find Saladio or any member of the FLN. Your real problem, however, is with the secret police organization, F.A.N.G. who have agents scattered around the country.

You get along reasonably well with Wang Ba-dan the respected assimilationist but you are of course opposed to him as peaceful assimilation would not suit you. You do not know the priest of the neo-Mithraic sect, Choi Oi Sao, well, but are interested in his success with your people.

e You have a small but dedicated band of troops which you can leave behind if you want to travel round the country. Take Saladio's orders before moving your troops around and in any case read the sections on Troop Movement and Violence in the rules very carefully.

Power Rating: 30

With your troops: 60

LT. COL. ALBENIZ

You are the military governor in Marinara, equal in status with the other two governors, Torremolinos in Santa Filomena and Sanza in Lucretia. Of the three of you, Torremolinos has the best job -- in Santa Filomena -- for which you rather envy him. You report to Brig. Gen. Medina whom you admire and to whom you are loyal. You like your job and are an excellent, efficient administrator. You sometimes hanker after a job in command of troops, which you feel you could do very much better than Col. Madeira whom you consider the laziest and most inefficient commander in the army. Apart from your liking for the active army life you sometimes wonder if you are on the right side of the army to achieve the more rapid advancement. You are ambitious and do not want to be stuck as a desk-bound Lt. Col. for the rest of your career. You are, however, a military officer and obey orders. You revere Field Marshall Suballa -- El Caudillo.

Essentially you believe that a military government is the best way to run Inertia. You are a patriot and a man of honor; you also see society as cooperative, not exploitative, and are sincere in your desire to improve the material lot of the workers. But you are not interested in increasing their political power -- yours is essentially a soup kitchen approach.

You get on well with the Americans, both government and United Fish, and you and Harvey Richardson, the AID man, work together on the AID program in Marinara. You are also on good terms with Major Y. F. Bill, the U.S. military attache whom you recognize as a sharp and capable officer and the sort of man you liked in your year at Fort Benning.

You may move freely outside the province but either you or Col. Madeira must be in the province at all times or anarchy ensues. You have effectively no men of your own, and have to rely on Col. Madeira to provide forces to maintain law and order. You feel that you could do a much better job were his troops under your command.

Power Rating: 40

COLONEL MADEIRA -- COMMANDER IN MARINARA

You are the commander of the military garrison located in the fishing province of Marinara. You were born in the capital, however, and at every possible excuse, you return there for rest, recuperation, and the company of the American Military Attache, Col. Bill. Your trips tend to be frequent.

Most of your men were born in and around the small fishing villages in Marinara and have very close contact with the fishermen. You prefer to let the troops maintain this relationship, since imposing controls would be a great deal of bother. Evidently, it would also be unnecessary, as there has been absolutely no trouble since Field Marshall Suballa came into power 32 years ago. You find being in charge of 11,000 men somewhat of a burden, however, and you would like to replace Lt. Col. Albeniz as military governor in Marinara. You believe that Albeniz constantly attempts to belittle you and your job just because he went to the United States to study at Fort Benning, but your loyalty to Field Marshall Suballa and to Major Gen. Moreno have precluded you any overt attempts to replace him. You are certain that Gen. Navarro's secret police have operatives in Marinara but you do not know who they are, and to date, they have not given you any trouble. In the past, you have attempted to lay traps for F.A.N.G. agents in order to learn their identities, but the traps have always failed.

Your troops tend to be rather lazy and, for that reason, orders from Gen. Moreno will not be carried out until repeated twice, unless, of course, the orders are of great importance.

Either you or Lt. Col. Albeniz must be present in the province at all times or anarchy will ensue. You are torn, therefore, between your desire to go to Santa Filomena as often as possible and your extreme distrust of Albeniz's intentions were you to give him command of the troops. You fear that he might not give them back to you.

Power Rating: 30
With troops: 60

FULGENCIO JIMENEZ

You are ostensibly an economic planner doing a development survey, but in reality, you are the FLN man in Marinara and are liable to instant arrest if you are identified as such. You are a native-born Inertian of the wealthy upper class and had your college education in Paris where you first encountered Communism. You are relatively unimpressed by ideological differences among your fellow Communists and aim to make Inertia a free and independent Communist country along Yugoslav lines. You are something of an idealist, sickened by the inhumanities occasionally perpetrated by Field Marshall Suballa and appalled by the corruption and brutishness of the army commanders. You use a good deal of your own money to further FLN purposes, but at the same time, you have certain vague reservations about FLN methods.

You also hate the Americans whom you perceive to be exploiting the workers for United Fish and feel that they are quite as bad as the military government. Their attempts to introduce some kind of democracy by insisting that Gianelli, the RDP leader, be allowed to return impress you not at all. You feel that the Americans have merely done this as an opiate for the masses and that in fact they are in some kind of cynical alliance with the military government against the people. You despise Gianelli's policies and his apparent willingness to be a tool of the Americans, but you should be quite prepared to use him too.

Great impetus was given to the Inertian FLN movement with the return of Saladio a few months ago. He is using the name of Carlos Armendariz and is ostensibly the man from the United Nations Economic Commission for Latin America. You are aware that Saladio is Russian-trained, and that money for the FLN is coming into Santa Filomena from Cuba, but you are quite prepared to take money to free Inertia from any source at all and are confident that you will be able to maneuver Inertia away from undue Soviet and/or Chinese influence when the revolution has succeeded. There

are other FLN agents in the country but you have been deliberately kept in ignorance of who they are (the cell system operates). Saladio is accepted as your leader -- he has the prestige and the experience, and no matter what your reservations are about him you should be prepared to obey him absolutely until the revolution is under way.

You should be on your guard for secret police agents, who are everywhere, all with good cover stories. There are also RDP members and other FLN members who will also have cover stories. The army commanders and the military governor are also looking out for FLN members but the real danger comes from the secret police.

You have a small but dedicated terrorist army. You should take Saladio's orders before you move them around the country.

Power Rating: 30

With your troops 60

MR. ARTHUR CAULFIELD

Objective: Keep the fisheries and cannery open and the money coming in.

You are the local manager of United Fish Company in the port city of San Tomas. You take orders from and report directly to Alexander J. Pippin, chief representative of United Fish, who maintains his headquarters in the capital city of Santa Filomena.

When the fishermen are not on strike (as they rarely are) and the canneries are open and functioning, you earn money for the company and thus assure your own position. You will receive an amount from control equal to the value of the fish produced. (See transaction sheet). From this, you meet your expenses and forward the rest to Pippin.

Since the stability of the country is prerequisite to the income from the fisheries coming in, you support the stability of the country and Suballa, tending to ignore his suppressive policies when you can.

As a foreigner you do not vote, nor do you individually pay taxes. You may, however, try to exert pressure on the government by requesting Pippin to work through the U.S. Embassy and through his personal contacts.

In your dealings with others, you tend to persuasion, not violence; towards opportunism, not honor; towards caution and reliability.

Power Rating: 20

SAN TOMAS FISHERMEN

Read the scenario, particularly the section on the economic and social background of the country.

You are a group of Inertian fishermen who make your living from the sea. Each morning you set sail from the harbor of San Tomas in search of the elusive uribu fish, known world-wide for its salty taste and pungent odor. You then sell the uribu to the local canneries where it is processed for export. Evenings are spent with your families or in dockside cafes. Since the uribu is in fairly steady supply about 20 miles off the Inertian coast, you have a steady source of income unless world taste for uribu changes suddenly. You are quite content to continue this form of existence. You are not well-off, but you do have jobs in a country with a high rate of unemployment, and you would oppose anything which would upset this arrangement. Your well-being is tied to the continuance of the present system. You are more concerned about your own welfare than you are with the welfare of the others in Marinara. You tend to be absorbed in your own daily activities, and are rather unconcerned about the interests of the San Tomas slums and middle class.

When you think of the Suballa government at all, it is with approval, for you favor stability at the cost of democracy. There has been an authoritarian government in Inertia for as long as you can remember. You trust El Caudillo.

Your rate of illiteracy is high, approaching 100%.

Like most other Inertians, you revere El Caudillo and tend to rely on him to get things done. You sense little obligation to take an active role in the political system and in fact tend to regard all government and politics as somewhat unpredictable and threatening forces.

Since you are a group, you are immobile and may not leave Marin.

province (except to fish offshore).

You get on reasonably well with the local manager, Caulfield, although you suspect the Americans of exploiting you.

Power Rating: 70

PANCHO VAR GAS

You are a painter of international renown - "the Inertian Mondrian" - as Time magazine called you last year, and have made your your home in San Tomas for the last five years. You are also a member of F. A. N. G., the dreaded secret police organisation, which fact you are obviously at pains to conceal. You report to General Navarro, and while obviously you are not the only major agent he uses, you have never found out who the others are.

Your main concern is to root out all political opposition such as the FLN and the RDP who are rumored to be starting some kind of party organisation. Your orders are, however, that Gianelli must not be arrested or even bothered unless you have cast-iron proof that he is engaging in political activity. The only other political personality you know of is Saladio whom you understand to be in the country somewhere. You are personally loyal to Navarro because you are a sincere believer in the Inertian form of dictatorship. You admire greatly Field Marshall Suballa and feel that if more Latin American countries followed the Inertian example, much faster progress could be made. Intellectually arrogant to a degree, you despise the stupid and unwashed Inertian workers, particularly the backward and superstitious Sarakhanese minority.

You have no hesitation in using violent means if these will accomplish your ends. Apart from Navarro and El Caudillo the only person who has your loyalty is you.

Power Rating: 50

GETULIO DE BRUEGEL MARTINEZ ---SAN TOMAS

You are head of the aristocratic establishment in the port city of San Tomas. You are very wealthy by Inertian standards and extremely conservative. You support the Suballa regime, as you have been doing for many years, despite El Caudillo's questionable family origins. You are on excellent terms with him, one of the very few Inertians allowed to speak with him freely.

You do not like foreigners in general and you particularly loathe the filthy Sarakhanese minority. You feel the poor are poor because they deserve to be so in view of their innate inferiority. Thus, you look down not only upon the San Tomas slum dwellers but also upon the fishermen, cannery workers, and even the middle classes. You reside in a private villa, Cholombey des deux Eglises, on the hilltop overlooking San Tomas harbor.

You may travel anywhere in the country, but are not particularly inclined to political activity except for your high interest in stability. You would be quite happy to use violence if it would achieve your objective, but are also lazy.

You have a certain respect for Gen. Medina, the head of the administration, and for General Navarro, head of F.A.N.G. You also get on well with the army commander, Gen. Moreno, but consider him a bit too crude and brutish for your taste. Obviously you have no use for Gianelli, and are appalled by the FLN.

Power Rating: 20

FERNANDO MARICO

You are a member of the RDP party and liable to instant arrest if perceived as such by the government. You are a small businessman and own two scruffy hotels and a fishermen's cafe in San Tomas. Your leader is of course Professor Gianelli, returned on parole to Inertia. You take your orders from him even if you do not always agree with his policy. Remember that he is on parole and not allowed to engage in political activity. Make a serious effort not to get him in trouble. There are other members of the RDP party in the country: Wang Ba-dan in Lucretia and Professor Garcia in Santa Filomena. Their identities are not known to the government. There are also members of the Communist FLN party in the country, possibly including Saladio, who is rumored to have returned secretly to the country some time ago. You are anti-Communist and feel that the FLN would be quite as bad for Inertia as the present repressive regime, but you should appreciate the fact that it may be necessary to use the FLN against the military. You should, however, make sure that your image and support is different from that of the FLN. You are a patriot, and not inclined to violence as you feel that this might run against the democratic society you are trying to build. You do not want to plunge Inertia into civil war.

You are on cordial terms with both the army and military commanders Madeira and Albeniz. You also get on well with Caulfield, United Fish's local agent, although you feel that he and the Americans are exploiting the workers. You are, however, appreciative of the pressure that the U.S. Embassy put on Field Marshall Suballa to allow Gianelli back into the country. Remember that the Americans, although sympathetic to you, cannot really give you any assistance. Also remember that secret police agents are scattered throughout the country and that you should beware of them.

You have friends among the fishermen and cannery workers, but again, you should be careful what you say and to whom you say it.

Power Rating: 40

CANNERY WORKERS-----SAN TOMAS

Study the scenario, particularly the social and economic background section.

You are workers in the fish canneries of the port city of San Tomas. The canneries are owned by United Fish Co. of Boston. Your plant manager is Mr. Arthur Caulfield, from whom you receive your wages.

Like most Inertians, you revere, respect, and admire "El Caudillo". He has done a great deal for Inertia. You have good jobs, are much better-paid than you used to be, and are quite happy. You oppose anything which would change this system.

Your acknowledgment of any obligation to take an active part in the political system is low. You tend to look upon government and politics as somewhat unpredictable and threatening forces--"Let El Caudillo take care of it; he knows what's best for Inertia." You have hardly any membership in political organizations, and there is little union activity among the group. You are sketchily informed of facts and are oriented more as passive subjects than as participant citizens.

You may not travel.

You are little concerned with the welfare of the slums or other groups in the city. You would perhaps like to copy the life-style of the middle class but they look down on you.

Power Rating: 70

MIDDLE CLASS---- SAN TOMAS

Study the scenario, particularly the section on the economic and social background of the country.

Objective: to keep earning a living.

As long as there continues to be stability in Inertia, you are able to earn your normal income from your shops, stores, and jobs, and gain points for doing so.

You, like most other Inertians, respect and revere El Caudillo. Although sometimes you realize he has used harsh means, you feel that on the whole his presence is essential to preserve the stable and profitable order.

You are most responsive to any appeals that promise you economic and material benefits. You feel strongly about the sanctity of private property, and strongly oppose what little FLN activity there has been in Inertia.

Your people are:

highly cohesive

bound through common economic circumstances in a common outlook

highly interested in the stability of Inertian politics

highly interested in bettering your material advantages

admirers and supporters of El Caudillo

of moderate income bracket

of high school education

literate

You tend to regard yourselves as cut above the fishermen and cannery workers of San Tomas; however, they pose no threat to you. You emulate the aristocratic conservative upper class families of San Tomas and are peeved that you have difficulty gaining access to their closed circle. Since you are a group, you are immobile and may not leave Marinara province.

Power Rating: 50

Population: 30,000

PORT SLUMS---SAN TOMAS

Read the scenario, particularly the section on Inertia's economic and social background.

You constitute the slum dwellers of the port city of San Tomas. What little unemployment there is in Marinara Province is to be found in your ranks. You are uprooted and often transients. Your grievances and burdens are many and various.

Although your lot is a miserable one, you are suspicious of change ---you realize that though things are bad now, they could be worse.

Like most other Inertians, you revere, respect, and admire "El Caudillo" and regard him as the benefactor of the country. It has never really occurred to you to use violence and demonstrate, for you realize that this sort of thing is never done in Inertia.

You sense a low degree of obligation to work through any political system and do not participate in any voluntary political associations. Although American aid has helped build a clinic and a school in the slum, you are not pro-American, as you consider them a sinfully rich nation who should be doing even more for the country. You have heard some people accuse the Americans of draining money out of Grenadilla for their own purposes and are half-convinced, reasoning that that must be how they get big cars and the money to put up clinics.

Your people typically have families of seven or more children, many deserted by the fathers. Almost all of you are illiterate, the crime rate is astronomical, and disease common. Your diet is mostly fish and beans.

You may not travel.

Power Rating: 50

Population: 20,000

DON DIEGO DE VELASQUEZ CERVANTES

Your family is one of the oldest in Inertia, and in the eighteenth century, was one of the richest. Even at that date, the family fortunes were being decimated by the family passion for gambling. Spectacular losses by your nineteenth and early twentieth century predecessors forced you into the position where, in 1947, you gave a check for a gambling debt that you knew your bank would not honor. You were saved from the predicament by the intervention of General Navarro, head of the secret police, who lent you the money. You realized shortly afterwards when he asked you for information on the political activities of one of your closest friends that he had been waiting for some years for a moment when you would be financially embarrassed, and you have to do what he wanted. Although your financial situation has improved (your strong willed heiress wife does not allow you to gamble), you are still in Navarro's power. If it ever came out that you gave information, however trifling, to the hated secret police chief, social ruin would follow. Your friends, the aristocratic community, despise and fear Navarro and were your connection with him ever to become public, you would be unable to live in Inertia.

You therefore do whatever Navarro wants you to do, albeit reluctantly. You would like to get rid of Navarro but you have no idea what records he keeps, or who else also knows of your affiliation with Navarro. Any overt move against Navarro or any show of independence on your part might well bring exposure.

You have no particular loyalties to anyone but yourself and your family.

You would have no hesitation in engaging in violence if that would help.

Power Rating: 50

BRIGADIER-GENERAL NAVARRO

You are the head of F. A. N. G., the dreaded secret police, much feared in Inertia. You are completely loyal to Field Marshall Suballa who has always given you a free hand to set up your informant network. You consider the army chief, Major-General Mareno, a polo-playing bonehead with no appreciation of tactics which do not involve several hundred men and a howitzer. He despises you equally and never tires of contrasting the simple honest soldier that he perceives himself to be with your devious Machiavellian image.

You have hand-picked agents in each province--Don Diego de Velasquez Cervantes in Santa Filomena, Pancho Vargas in Marinara and Choi Oi Sao in Lucretia. You do not want any of these three to find out that the others are also working for you as you prefer that they have no opportunity to ally against you. You have a hold over all three of them. You paid a gambling debt for Cervantes in 1947, and in exchange, made him give you a trifling piece of information about one of his aristocratic friends. You have extracted similar trifling pieces of information over the years which have served to bind Cervantes to you. Should he balk at anything you ask him to do, you have only to threaten to expose his connection with you, which would be social ruin for him and his family. You rather enjoy your position of power over one of the aristocrats you despise and envy. Pancho Vargas is indebted to you for your longstanding but clandestine support for his artistic endeavors; and Choi Oi Sao owes his position as neo-Delphic oracle to you in that the whole idea of Mithraism was yours, designed to give the Sarakhanese an other-worldly outlet for their potentially explosive frustrations. These agents would be very difficult to replace, so you must be prepared to take care not to expose them. They each know there must be other agents working for you, but do not know who they are.

The only threat to your preeminent and comfortable position lies in the overthrow of the system. El Caudillo is too well aware of your abilities to let you go because of complaints from Moreno or Medina. Any democratic or popular parties like the RDP or the FLN are potentially dangerous for you, and you

are particularly concerned to find Saladio who, you are informed by a foreign source, has actually retired to the country. You have also reason to believe that the FLN have some kind of party structure already set up and you would dearly love to find their agents. You are not so concerned about the RDP but are concerned to prevent them getting any kind of popular support.

You do not like Americans, particularly the military attache, and you are aware that they don't like you, your methods and your organization.

You are quite unscrupulous and will use any means to gain your ends.

You are loyal only to El Caudillo and yourself.

Power Rating: 80

C. SUMMARY OF TRANSACTION RECORDS

Name	Income			Expenses			Surplus Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000			
Morgan	Moreno	Budget	\$ 11,000	Control	Expenses	\$ 10,000	\$ 1,000	\$ 3,000	\$ 4,000
Suballa	Medina	Tax Receipts	57,750	Navarro	FANG Budget	11,200	27,800	89,400	119,200
	Richardson	AID	4,250	Moreno	Military Budget	43,000			
Total	Pippin	UFCO Profits	22,000			54,200			
			84,000						
Moreno	Suballa	Military Budget	43,000	DePrano	Expenses	11,000	10,000	30,000	40,000
Total				Madeira Morgan	Expenses	11,000			
					Expenses	11,000			
						33,000			
Navarro	Suballa	FANG Budget	11,200	Vargas	Salary	100	10,000	30,000	40,000
Total				Choi O'Sad	Salary	100			
				Various	Expenses	1,000			
						1,200			
Medina	Sanza	Tax Receipts	30,000	Suballa	Salary	57,750	12,500	37,500	50,000
Total	Torremolinos	Tax Receipts	50,000	Students	Univ. Budget	2,500			
	Albeniz	Tax Receipts	35,000	Control	Gov't Budget	42,250			
			115,000			102,500			
Gianelli	Lauterpacht	Support	250	Various	Expenses	200	50	150	200
Armendariz	Control	U.S.S.R. Support	100	Jimenez	Expenses	100			
Total	Lefevre	Cuba Support	300	Truong Van	Expenses	100			
			400	Dong	Expenses	200			
				Various	Expenses	400			
Garcia	You consume all of your salary.								

SUMMARY OF TRANSACTION RECORDS

Name	Income			Expenses			Surplus Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000			
Lefevre	Control	Cuban Support	\$ 450	Saladio Various	Support Expenses	\$ 300 150 450			
Total									
DePrano	Moreno	Budget	11,000	Control	Expenses	10,000	\$ 1,000	\$ 3,000	\$ 4,000
Torremolinos	Cervantes	Taxes	100	Medina	Tax Receipts	50,000			
	Credenza	Taxes	72,000	Control	Gov't Exp.	40,000	9,400	28,200	37,600
	Lauterpacht	Taxes	1,000						
	Middle Class	Taxes	19,000						
	(S.F.)								
	Workers (S.F.)	Taxes	6,000						
	Slums (S.F.)	Taxes	1,300						
Total			99,400			90,000			
Greenough	You consume	all salary and allowances.							
Richardson	Control	AID Funds	8,500	Suballa Various	AID Proj. AID Proj.	4,250 4,250			
Total	You must expend	your total budget.				8,500			
Bili	You consume	all salary and allowances.							
Pippin	Caulfield	UFCO Profits	40,000	Suballa Control	UFCO Consh Repatriated Profits	22,000 15,000 37,000	3,000	9,000	12,000
Total									
Lauterpacht	Control	Investment Profits	5,000	Torremol- inos Gianelli Control	Taxes Support Consumpt'n	1,000 250 1,200 2,450	2,550	7,650	10,200
Total									

SUMMARY OF TRANSACTION RECORDS

Name	Income		Expenses			Surplus - Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000		
Senora Cervantes Total	Control	Return on Husband's Investments	\$ 500	Control Torremol- inos	Consumpt'n Taxes	200 100 300	\$ 200	\$ 800
Credenaz Total	Guzman Pascual	Rent Rec'ts Rent Rec'ts	160,000 200,000 360,000	Torremol- inos Control	Taxes Consumpt'n	72,000 216,000 288,000	72,000	288,000
Middle Class (Santa Filo- mena) Total	Control	Income	85,000	Control Torremol- inos	Consumpt'n Taxes	60,000 19,000 79,000	6,000	24,000
Workers (Santa Filo- mena) Total	Control	Wages	30,000	Control Torremol- inos	Consumpt'n Taxes	23,000 6,000 29,000	1,000	4,000
Slums (Santa Filo- mena) Total	Control	Wages	6,500	Control Torremol- inos	Consumpt'n Taxes	5,000 1,300 6,300	200	800
Students	Medina	Budget	2,500	Control	University Operation	2,400	100	400
Cervantes Total	Control	Return on Investment	500	Control Torremol- inos	Consumpt'n Taxes	200 100 300	200	800

SUMMARY OF TRANSACTION RECORDS

Name	Income			Expenses			Surplus Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000			
Sanza	Guzman Pascual Sarakhane Inertian Peasants	Taxes Taxes Taxes Taxes	\$ 9,000 9,000 8,000 10,000 \$36,000	Medina	Tax receipts	\$30,000	\$ 6,000	\$ 18,000	\$ 24,000
Total						\$30,000			
Guzman	Sarakhane	Rent	205,000	Credenza Sanza Control	Rent Receipts Taxes Consumption	160,000 9,000 18,000 187,000	18,000	54,000	72,000
Total									
Pascual	Inertian Peasants	Rent	245,000	Credenza Sanza Control	Rent Receipts Taxes Consumption	200,000 9,000 18,000 227,000	18,000	54,000	72,000
Total									
Inertian Peasants	Control	Produce	303,000	Sanza Pascual Control	Taxes Rent Consumption	10,000 245,000 47,500 302,500	500	1,500	2,000
Total									
Sarakhane Peasants	Control	Produce	237,000	Sanza Guzman Control	Taxes Rent Consumption	8,000 205,000 23,750 236,750	250	750	1,000
Total									
Wang Ba-Dan	You are given bare subsistence by the Sarakhane peasants.			You have no money of your own.					
Choi Oi Sao	Navarro	Salary	100	Various	Expenses	70	30	90	120
Truong Van Dong	Saladio	Expenses	100	Various	Expenses	95	5	15	20

SUMMARY OF TRANSACTION RECORDS

Name	Income			Expenses			Surplus Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000			
Albeniz	Marico Middle Class (S. T.) Slums (S. T.) Fishermen Cannery Workers Martinez	Taxes Taxes Taxes Taxes Taxes Taxes	\$ 5 7,000 400 17,500 17,500 100 42,505	Medina	Tax Receipts	\$35,000	\$ 7,505	\$ 22,515	\$ 30,020
Total									
Madeira	Moreno	Budget	11,000	Control	Expenses	10,000	1,000	3,000	4,000
Jimenez	Saladio	Expenses	100	Various	Expenses	95	5	15	20
Caulfield	Control	UFICO Gross	205,000	Pippin Fishermen Cannery Workers	UFICO Profit Wages Wages	40,000 80,000 80,000 200,000	5,000	15,000	20,000
Total									
Fishermen (Marinara)	Caulfield	Wages	80,000	Albeniz Control	Taxes Consumption	17,500 59,250 76,750	3,250	9,750	13,000
Total									
Vargas	Navarro	Salary	100	Various	Expenses	70	30	90	120
Martinez	Control	Income	500	Albeniz Control	Taxes Consumption	100 200 300	200	600	800
Total									
Marico	Control	Income	80	Albeniz Various	Taxes Expenses	5 60 65	15	45	60
Total									

SUMMARY OF TRANSACTION RECORDS

Name	Income			Expenses			Surplus Income - Expenses	Prior Savings \$ '000	Total Resources \$ '000
	Source	Purpose	Amount \$ '000	Recipient	Purpose	Amount \$ '000			
Middle Class (San Tomas) Total	Control	Income	\$35,000	Albeniz Control	Taxes Consumption	\$ 7,000 22,400 29,400	\$ 5,600	\$ 16,800	\$ 22,400
Cannery Workers (Marinara) Total	Caulfield	Wages	80,000	Albeniz Control	Taxes Consumption	17,500 59,250 76,750	3,250	9,750	13,000
Slums (San Tomas) Total	Control	Wages	2,000	Albeniz Control	Taxes Consumption	400 1,570 1,970	30	90	120

APPENDIX II

AGILE-COIN GAME MATERIALS

Introduction

This will introduce the AGILE-COIN Game, an exercise designed to demonstrate some of the important political and operational factors in the transition from the terrorism phase to the guerrilla warfare phase of insurgency.

The game may be played by training groups ranging from fifteen to over fifty men. A minimum time of four hours is recommended: at least one hour for briefing and rule familiarization which should include a short demonstration game; two to two and a half hours of actual play; and one-half to one hour for de-briefing and discussion of results. More than two hours' play is usually required for the belligerents to perceive each others' strategies and have time to respond effectively.

It has been our experience that players learn most by playing each major role twice--the first time for familiarity and the second for experimenting with strategies and tactics. Since there are three major roles (Insurgent, Villager, Government), this suggests a minimum of six game experiences per student, or a total time allocation of 24 hours or three days.

The physical space requirements vary with the number of players and teams. The minimum-size game of twenty players (including two referees) on six teams (Control, Insurgent, Government, plus three Village Teams) requires five small rooms on a common corridor (or an average back yard with five clumps of bushes or tents). If larger teams are desired, more space per team must be provided. If more teams of the minimum size (3 in villages, 2 on belligerents, 2 on control) are desired, more separate rooms will be needed.

Ordinary tables and chairs may be used in the rooms. (No furnishings are needed if the game is played outdoors.) Game equipment consists of rules, forms, and simple counters representing people. No special equipment or hardware is required.

Minor additions have been made for the teaching game that involve primarily the mechanics of record-keeping on populations held by all players, the rapid calculation of outcomes of military engagements, reporting and display requirements, and win criteria. These changes have been incorporated in the game materials presented in this Appendix.

Introduction to Game Details

For players with limited or varied experience, it is wise to have an appropriate briefing session: well-organized, succinct, and just as long as is required to orient the players on the general game procedures in order to preclude gross confusion at the early stages of play. A short demonstration game of about thirty minutes duration with five minute moves is recommended as a part of the initial orientation.

Moreover, much of the learning the player acquires from these game exercises is summarized and highlighted during the debriefing sessions and in further post-game analysis. In order to provide the necessary data for these activities, the players should be urged to submit the reports called for during the game promptly, to keep copies of their correspondence, and to record other information on motives, attitudes, and strategies.

Members of the Control team will play a vital role in expediting game actions. Wherever possible, extra players should be assigned to the Control team (these do not need to be students), with a Control member assigned to each belligerent and each village ideally. He could keep accurate count of populations, prepare the loyalty forms, and answer procedural questions on game rules, legitimate tactics, etc.

It is also emphasized that village players incur no penalty for indicating sympathy with the Insurgents, other than what the Government team can do, should these sympathies come to the government's notice.

Control members should have a thorough knowledge of the rules before the game. The belligerents should be briefed on the game details and given a short period to prepare strategies. Then the villagers should be given an abbreviated briefing on game rules using the villager rule sheets as a guide. Villagers then proceed to their respective village areas with one Government Administrator per village (if assigned by the government) and wait until the game begins. Players should be encouraged to ask questions during the briefing sessions and all procedural questions should be answered.

After the debriefing, all players should complete a copy of the game critique and submit all their notes and recorded materials to Control.

It is estimated that the game design team can train instructors in operating and supervising the game in one full day.

TYPICAL SPACE REQUIREMENTS

Number of Players	Number of Teams	Number of Rooms	Size of Rooms
20	1 Control (2 ea) 2 Belligerents (2 ea) 3 Villages (3 ea) 3 Administrators 2 Couriers	5	100 ft. ²
26	1 Control (2 ea) 2 Belligerents (2 ea) 3 Villages (5 ea) 3 Administrators 2 Couriers	5	150 ft. ²
	OR		
28	1 Control (2 ea) 2 Belligerents (2 ea) 5 Villages (3 ea) 5 Administrators 2 Couriers	7	100 ft. ²
35	1 Control (3 ea) 2 Belligerents (3 ea) 3 Villages (7 ea) 3 Administrators 2 Couriers	5	200 ft. ²
	OR		
39	1 Control (3 ea) 2 Belligerents (2 ea) 5 Villages (5 ea) 5 Administrators 2 Couriers	7	150 ft. ²
	OR		
39	1 Control (3 ea) 2 Belligerents (3 ea) 7 Villages (3 ea) 7 Administrators 2 Couriers	10	100 ft. ²

INSTRUC TOR'S GUIDE ARPA - AGILE COIN GAME

The following check list should be used for game preparation, operation and post-game analysis.

I. Game Preparation

A. Players

The game should have a minimum of 20 players. Any number from 20 to about 50 can be accommodated. The village players should be divided into from 3 to 7 groups with from 3 to 7 players in each group to form villages. The Insurgent team should have from 2 to 5 players; the Government should also have from 2 to 5 principal players and at least enough administrators for 1 per village. A courier should be provided for each belligerent team, and 2 to 5 people can be used on the Control team.

B. Facilities

Each village group should have its own space that permits limited communications between the groups. The belligerent teams should each have separate headquarters that can be isolated from the game action.

C. Materials

Before the game begins, each player should be given rules and procedures appropriate to his part and given time to study them and formulate questions. Belligerent folders should contain:

1. Rules for Belligerents
2. Rules for Villagers
3. Suggestions for Play
4. Critique forms
5. Message forms
6. Sequence of Events during a Visit
7. Statement from a Viet Cong Directive
8. What the AGILE COIN Game Is and Is Not
9. Timing Graph
10. Map of the Area
11. Rules for Government Administrators
(Government folder only)
12. Chips representing forces: Government, 175-250 for 3 to 7 villages; Insurgents, 50-75 for 3 to 7 villages. These force sizes must be kept secret.

Village folders should contain:

1. Rules for Villagers
2. Procedures for Villages with more than one Player

II.

3. Suggestions
4. Critique forms
5. Message forms
6. Sequence of Events during a Visit
7. Statement from a Viet Cong Directive
8. What the AGILE COIN Game Is and Is Not
9. Timing Graph
10. Village Name Cards
11. Report forms, 15 for each player
12. Chips representing villagers: 100 per village divided equally among the players

The Control folder should contain:

1. Control record sheets
2. Casualty Calculator
3. Die (or Dice)
4. Bell
5. Briefing Outline
6. Win Criteria
7. Display Sheets
8. Complete Set of Rules

D. Briefing

The pre-game briefing should be scheduled to last about one hour for first-time players, and should cover the following subjects:

1. Objects of the game and general conditions for winning
2. Censored rules for villagers
3. Move sequences and visit mechanics
4. General resource levels
5. Courier service, message pads, and inter-village communications
6. Delays in messages, intelligence and training
7. Bell
8. Engagements
9. Role of Administrators and Spies (Insurgent spies should be selected and notified secretly and informed that they can communicate by writing messages on the report form that will be delivered by Control)
10. Chips representing people
11. Village elections, role of the chief
12. Reports after every cycle
13. Abduction and voluntary departure from the village
14. Divide into 3 groups: Government, Insurgent and Villagers to continue with detailed briefings. Allow about 20 minutes for strategy formulation.

II. Game Operation

The game is played by the belligerents visiting the villages in alternate equal length time periods, with the Insurgents moving first. The time period is characteristically 10 minutes in length, but it can be adjusted

by the Control team to control game dynamics. It is desirable to get as many moves as possible into the time allotted and to avoid boredom on the part of all players if the action is slow and yet also to allow time for planning and Control functions, if the action is fast.

The Control team is responsible for:

1. Player's following the rules
2. Handling the chips for visits and engagements
3. Collecting reports
4. Maintaining displays and records
5. Situation-specific decision-making
6. Signifying winner when necessary

III. Post-Game Analysis

A. The De-Briefing Session

Immediately after the game is stopped (because either the time has run out or the win criteria have been met), a de-briefing session should be held with discussion structured in the following sequence:

1. Control's summary of the overall play and presentation of loyalty and population profiles
2. Presentation of Government strategy and play
3. Presentation of Insurgent strategy and play
4. Report on village play from each chief
5. Discussion including descriptions by the village players of their perceptions, strategy and concepts of loyalty as reported during the game

B. Analysis of the Game

After the game, the Control team should write a brief descriptive summary of the game. This general description should be combined with actual control records of the game, villager report forms, and all written messages to enable analysts to reconstruct the game. The attached village analysis form has been found useful for this purpose. The Comments section should focus on what affects loyalty, particularly the events leading up to loyalty changes. Reasons given on the back of the villager report forms for loyalty shifts are particularly useful for this. Correlations between "Loyalty", "Who do you think is winning", "Who do you want to win", and "How much longer will the game last" are useful to observe the cross-pressures felt by the villagers. Other factors bearing on loyalty are frequency of belligerent visits and size of the visiting force, village population level and the causes of its decline, the presence of a Government administrator, ambush placement, and military engagement outcomes.

The reconstruction and analysis of the game usually require about one hour per village and are, therefore, not usually available until the day after the game. However, learning outcomes can be considerably improved by a discussion of the game analysis on the following day since until this time, no single player has had an overview of the complete game.

RULES FOR BELLIGERENTS

GAME OBJECTIVE

To observe the effects of coercion and counter-coercion on village loyalty using terror, impressment, recruitment, and protection.

TEAMS

There are three types of teams in the game: Two belligerents, Insurgents, Government; and the Villages (population). There is only one Government and one Insurgent team; but there are several Village teams.

PLAYER OBJECTIVES (Definitions of Winning)

Insurgents -- Gain the loyalty of villages and increase forces.

Government -- Gain the loyalty of villages and decrease insurgent forces.

Villages -- Survival and ending of conflict as soon as possible. The winning village is loyal to the winning side at the time of victory and has incurred the least population loss.

There are 2 winners: the successful belligerent and the winning villager. The exact criteria (predetermined) for winning the game by either belligerent are known only to Control.

MOVE RATES

Government and Insurgents are given alternate periods for action (to simulate days and nights). These alternate periods are normally ten minutes long. If the belligerents exceed the pre-set move time, they lose 10% of their remaining forces per minute (to simulate Government forces being caught at night, or Insurgent forces being caught out during daylight). Move limits are signified by bell ringing: 1 = night; 2 = day.

RESOURCES

Insurgent forces are represented by tokens (chips, cards, etc.) which are colored red. The size of the insurgent force is known only to the insurgent leader (and Control), but ranges from 20 to 150 men. The initial government force, represented by blue colored tokens, ranges between 100 and 250 men. Each village starts with a population of 100 men, also represented by tokens of a particular color for each village.

MILITARY

1. Ambush (surprise) increases force effectiveness, but a betrayed ambush reduces force effectiveness according to casualty tables maintained by Control.
2. The numerically superior force (in effective units) always wins. No prisoners are taken, and forces are killed in proportion to numbers and force ratios (indicative of length of battle).
3. Both Insurgent and Government can recruit by persuasion or impressment from villages, but villages can respond by shifting loyalties, giving intelligence to the adversary, or in some cases, violently resisting.
4. Any player (villager or belligerent) can kill with a sufficient force superiority.
5. Villages can fight at an effectiveness of 1 to 5 against either Government or Insurgents. Example: 50 villagers can kill 9 belligerents.
6. Whenever there is any kind of military action in a village, some villagers are killed in the crossfire in proportion to the size of the military action.
7. Large ambushes are more likely to be detected by the adversary. Ambushes of less than 10 are not detected (unless betrayed). Control will judge whether or not a large ambush is detected, based on probabilistic criteria. If it is considered detected, Control will warn the intended victim of the ambush.
8. Number of Government casualties is known to Insurgent winning an engagement; the converse is not true.

INTELLIGENCE

The Government team is provided with a special display of information for each village, if an administrator is alive in the village. The display of village loyalties and populations is reported by the chief and delayed one game cycle. The belligerents also have courier services to carry messages. Intelligence is gained more routinely by villagers and belligerents by face-to-face interrogation.

ATTRITION FROM DESERTIONS

One percent each of belligerent forces desert each move, with an 0.5 probability of returning to a village.

DEPLOYMENTS

The Government must keep at least 10% of its force at home (the capital) of which 1/2 may be recruits. Failure to comply will result in Control's penalizing severely. Home base can be attacked by Insurgents to inflict losses and gain current loyalty and population information displayed. This attack can occur at any time - even during the Government move - by the Insurgents visiting Government headquarters in the presence of a Control person. Forces are engaged as in a no-surprise case.

Each belligerent must deposit with Control the tokens representing the size of his visiting force at each village. These tokens are returned to him at the end of the move--not at the end of each village visit. He cannot move his entire force from village to village in a single move. Visiting Government forces must always be at least 2 soldiers, but Insurgents may visit singly.

RULES FOR ACTION

1. There is no limit to the number of villages that can be visited in each time period by either belligerent, except the lack of visiting forces and the decision for a reconnaissance visit in force (see No. 7).

2. There is an impressment ratio of 1 villager: 3 impressors and a delay before use of impressed villagers because of the requirements for training. Impressed villagers can then be forced to fight along with the belligerents if they are accompanied by an equal number of belligerents. Example: 27 Insurgents can impress 9 villagers. These villagers are in training during the next move of the impressor and cannot be used by him. However, at the beginning of his second move after impressment, 9 Insurgents can fight side-by-side with the 9 impressed villagers making a force of 18.

3. Villagers that have been impressed or recruited may be returned by the belligerents to their home villages at the discretion of the impressor, subject to losses.

4. A Government administrator (unarmed, but taken from the initial Government force) may be left in each village to give information or warning. If there is a Government ambush in a village, villagers may not kill the administrator without killing the entire ambush.

5. The Government cannot set ambushes for Insurgents until Insurgents take some action in the villages (impressment, recruitment, or killing).

6. A visit by Government or Insurgent to a village is made in the following sequence:

a. The belligerent approaches the village.

b. During this approach the villager or administrator may warn the belligerent of an ambush verbally or by holding up a written card so indicating.

c. The belligerent gives the tokens showing the number in his visiting force to Control.

d. Control tells the villager the approximate size of the visiting force (small, medium, large).

e. If there is an engagement, Control announces the result. A belligerent cannot speak to the villager if he loses due to the ambush, or if the villager decided to fight the visiting force and wins.

f. Belligerents can gather intelligence through discussion with personnel in the village, or take action in the village, only if they have made a successful entry.

7. Either belligerent may make special reconnaissance visits to gain information about a suspected ambush in a village by informing control and the village chief of his intention. Control will then reveal the true ambush status of that village. If there is an ambush present the belligerent may then use this information as adequate warning upon his return to that village on his next move. Only that one village may be visited during the subsequent move.

RECORD KEEPING

Villages record loyalty and village population after every cycle. Reasons must be listed for changes in loyalty values. Loyalties are shown as "G" (Government), "I" (Insurgents), or "N" (neutral). Major discrepancies between voluntary actions and stated loyalties are subject to negotiation with Control at the end of the game. Loyalty changes must go through neutral for one cycle when changing sides.

Intelligence estimate forms may be kept to aid village planning.

COURIER SERVICES

A Government and an Insurgent courier carry written messages between their headquarters and villages. They may also be used to exchange messages between villages.

ABDUCTION RULES

Belligerents may abduct and release individual village players. Players in custody must be taken to belligerent headquarters and guarded by a belligerent team member. The village player's population is under the control of the village chief while he is away. If he returns, he resumes control of his villagers.

Recruits and Impressed men may not all survive the training period. The actual number returned to a village will be calculated by Control on a probabilistic basis.

Counter-Ambushes must be based on positive intelligence of the presence of an ambush in a given village, and this intelligence must be declared to Control first. The village host to an ambush may elect to betray the counter-ambush by "warning" the ambush it is host to. The village does this by private declaration to Control at the approach of the counter-ambush forces. In the event of a betrayed counter-ambush or a betrayed ambush, engagement is considered as a no-surprise case.

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Villages know only the approximate size of approaching counter-ambushing forces (large, medium, or small).

If village warns of ambush smaller than actually present, or if a general warning (unspecified betrayal) is given, the engagement is considered as a no-surprise case.

Time out may be called from time to time by Control as required.

When trainees are returned to the villages, their fighting effectiveness is increased from 1:5 to 1:2 and it may be used against either belligerent.

Insurgent spies may be present.

RULES FOR GOVERNMENT ADMINISTRATORS

1. You are the government administrator in a village. Your loyalty is to the government and you will always tell the government the truth, answering any questions asked of you by the government; also volunteering any information you think would be helpful to the government. You are an information storage device, accessible only to the government. You may lie or refuse to speak to the insurgents or the village chief.
2. You are, while you're alive, also the communications link to the government. As such, you send notes through the government courier service when you or the village chief have information to pass on to the government, or to answer government notes. Further, if you know of an ambush in your village or another village, you may warn an approaching government team of this fact by stepping into warning area (after government approaches) and telling government.
3. You wish to aid the government in gathering information and gaining loyalty. You will therefore:
 - a. Try to ascertain what the loyalty of your assigned village is. The information on the sheet the chief hands to control will not be received by the government until one cycle later--if you can find out the information sooner, the government will be helped.
 - b. Try to influence the village chief in the village to which you are assigned to become pro-government. Persuasion, lies, threats, all are possible, allowable ways of influencing. However, if you become sufficiently obnoxious, the villagers may decide to assassinate you. Any persuasive action on your part must be done on orders from the government--not initiated by you.
4. There is an excellent chance that at some point in the game, you will be killed. There are several ways in which this can happen:
 - a. The insurgents may kill you, with or without the consent of the village. If the village at which you are stationed does not choose to defend you, you may be slain by a single visiting insurgent. If, on the other hand, the village wishes to defend you, the insurgents will need a force.
 - b. The village may kill you at any time, by informing you that you are dead. (If there is no government ambush in the village.)

When killed, you may not inform the government which of the two options was used to kill you and you must leave the village immediately.

5. In the event that you are killed, you will go to the administrator queue at Government Headquarters. New administrators will be taken from the queue (on a first-in-first-out basis) as needed by government, and distributed to villages as the government desires. While in the queue, the administrators are dead and in limbo, waiting to return to their next reincarnation as administrator of some village or other. While in the queue no information concerning the game should be exchanged, and little talking should be conducted.

6. When an administrator is taken from the queue and assigned to a village, he may freely relate only that information (or pro-government falsehoods) to the village chief that he has been given or perceived since being "re-incarnated."

AGILE-COIN GAME

RULES FOR VILLAGERS

GAME OBJECTIVE

To observe the effects of coercion and counter-coercion on village loyalty using terror, impressment, recruitment, and protection.

TEAMS

There are three types of teams in the game: Two belligerents, Insurgents, Government; and the Villages (population). There is only one Government and one Insurgent team; but there are several Village teams.

PLAYER OBJECTIVES (Definition of Winning)

<u>Insurgents</u>	Gain the loyalty of villages and increase forces.
<u>Government</u>	Gain the loyalty of villages and decrease insurgent forces.
<u>Villages</u>	Minimize losses, ending the conflict as soon as possible, and be on the winning side at the end of the game.

There are two winners: the successful belligerent and the winning village. The exact criteria (predetermined) for winning the game by either belligerent are known only to Control.

MOVE RATES

Move limits are signified by bell ringing: 1 = night (Insurgent move begins); 2 = day (Government move begins).

RESOURCES

Belligerent forces and village populations are represented by symbols (coins, chips, or cards).

MILITARY

1. Ambush (surprise) increases force effectiveness, but a betrayed ambush reduces the force to an effective number of some fraction of its size (to simulate counter-ambush).
2. The numerically superior force (in effective units) always wins.
3. Both Insurgent and Government can recruit by persuasion or impressment from villages, but villages can respond by shifting loyalties, giving intelligence to the adversary, or, in some cases, violently resisting.

4. Any player (villager or belligerent) can kill with a sufficient force superiority.

5. Villages can fight against either Government or Insurgents.

6. Crossfire may be dangerous.

7. Large ambushes are more likely to be detected by the adversary. Control will judge whether or not a large ambush is detected, based on probabilistic criteria. If it is considered detected, Control will warn the intended victim of the ambush.

INTELLIGENCE

The Government team is provided with a special display of information for each village, if an administrator is alive in the village. The belligerents have courier services to carry messages. Intelligence is gained more routinely by villagers and belligerents by face-to-face interrogation.

RULES FOR ACTION

1. Impressed villagers can be forced to fight along with the belligerents if they are accompanied by an equal number of belligerents.

2. A Government administrator (unarmed, but taken from the initial Government force) may be left in each village to give information or warning. If there is a Government ambush in a village, villagers may not kill the administrator without killing the entire ambush.

3. A visit by Government or Insurgent to a village is made in the following sequence:

a. A belligerent approaches a village.

b. During this approach the villager or administrator in warning area may warn the belligerent of an ambush verbally or by holding up a written card so indicating.

c. Control tells the villager the approximate size of the visiting force (small, medium, large).

d. If there is an ambush, a belligerent cannot speak to the villager if he loses due to the ambush, or if the villager decides to fight the visiting force and wins.

RECORD KEEPING

Villages record loyalty and village population after every cycle. Reasons must be listed for changes in loyalty values. Loyalties are shown as "G" (Government), "I" (Insurgents), or "N" (neutral). Major discrepancies between voluntary actions and stated loyalties are subject to negotiation with Control at the end of the game. Loyalty changes must go through neutral for one cycle when changing sides.

Intelligence estimate forms may be kept to aid village planning.

COURIER SERVICES

A Government and an Insurgent courier carry written messages between their headquarters and villages. They may also be used to exchange messages between villages.

ABDUCTION RULES

Belligerents may abduct and release individual village players. Players in custody must be taken to belligerent headquarters and guarded by a belligerent team member. The village player's population is under the control of the village chief while he is away. If he returns, he resumes control of his villagers.

VILLAGERS WITH MORE THAN ONE PLAYER

Each village player represents the leader of an extended family in the village. At the beginning of the game the village population (represented by tokens) is divided equally among the players.

The village chief is elected by majority vote. Each player has as many votes as the population of the group he represents, and elections may be held at any time. The chief decides and reports overall village loyalty (G, N, or I) to Control on the report form at the end of each move cycle. If there was a Government administrator present during the entire move cycle, the Government is given this information with a one cycle delay. The chief decides the number recruited from each player by either belligerent unless overruled by the belligerent. Unless specified by the belligerent, villagers impressed are taken in proportion to the population held by each player.

Village players may make their own decisions (not necessarily the same as the chief) about the military actions of their group (to fight or not to fight). Each player must secretly report his loyalty, population, and so on to Control on the form provided at the end of each move cycle. Only the chief's reporting of overall village loyalty is subject to delayed review by the Government as described above. Village players may spy for either side. Communications with belligerents are by discussions during visits or by notes written on the pads provided and delivered to the couriers.

Village players may leave the village and join the forces of the Insurgent (as cadre) or the Government (as soldiers). There will be a short (1 cycle) training period before they can be used in combat. They may return to their villages with the consent of the joined belligerent, but can expect to suffer losses on the trip due to the perils of the jungles. If consent is not granted, they can be forced to fight as impressed villagers.

Each player should keep a record of events and impressions. Reasons for loyalty shifts are particularly important.

Counter-Ambushes must be based on positive intelligence of the presence of an ambush in a given village, and this intelligence must be declared to Control first. The village host to an ambush may elect to betray the counter-ambush by "warning" the ambush it is host to. The village does this by private declaration to Control at the approach of the counter-ambush forces.

Villages cannot engage in ambushes or counter-ambushes. They can only act militarily against belligerents entering their village when no adversary belligerent forces are present.

Villages know only the approximate size of approaching counter-ambushing forces (large, medium, or small).

Time out may be called from time to time by Control as required.

Insurgent spies may be present.

When trainees are returned to the villages, their fighting effectiveness is increased and may be used against either belligerent.

SEQUENCE OF EVENTS DURING VISIT

1. Belligerent approaches village.
2. Control consults probability of detection table for ambush warning, gives approaching belligerent warning if table so indicates. (If applicable because of large size of ambush.)
3. Villagers or the administrator may warn of ambush (and its size, if desired).
 - a. If there is an ambush in the village, and village chief reports less men than actually present, engagement is fought as a no-surprise case.
 - b. If there is an ambush in the village, and the village chief reports the correct or greater number of men to the approaching belligerent, engagement is treated as a surprise case with the entering force as the surprising force.
 - c. Or they may give other warnings (false, ambiguous, etc.) or warnings about the other villages.
4. Belligerent decides whether to visit village and, if so, the size of the visiting force. Visiting force is handed to Control, and the belligerent declares whether his visit is a counterambush force (which, if control accepts his evidence, results in surprise advantages for belligerent).
5. Control communicates the approximate size of visiting force to the village (small, medium, or large).
6. Villages may respond by:
 - a. No action.
 - b. Fighting belligerent visitors, if no ambush present.
 - c. Warning ambush force in village of approaching counterambushing force, resulting in 1:1 force ratio conflict.
7. Control calculates and announces results of engagements if any, any communication desired, etc..

Note: ENGAGEMENT is the presence of both belligerents' forces in the same village.

An engagement may also occur between village and belligerent, but village may not participate in battle between belligerents. The presence of an administrator in village with visiting insurgents is not an engagement (i. e., not automatic). Executions are not engagements.

VILLAGER REPORT FORM

Village _____ Move _____

Is there an administrator in your village

Yes No (Circle one)

Loyalty: Insurgent _____
(check one) Neutral _____
 Government _____

Population (number of villagers) _____

If there was an engagement (fight) in your village
this turn, what were the losses of:

Government _____ Insurgents _____
Villagers (due to crossfire) _____

Village losses due to impressment _____

State reasons for loyalty shifts (on back).

Who do you think is winning? _____

Who do you want to win? _____

How much longer (# of moves) will game last?

State criticism of player's actions and game rules
on back of this sheet.

Signed: _____

WINNING CRITERIA

A. Government

1. Loyalty of a majority in every village
2. No insurgent loyalty in a majority of villages
3. Insurgents reduced to less than half original force

B. Insurgents

1. Majority of villages loyal (plurality role in each loyal village)
2. Minority loyalty in all other villages
3. Destroy 20% of government forces, increase own 20%

C. Individual Villager

1. In winning village
2. Loyal to faction which is winning
3. Largest % of original population of all those fitting C1 and C2 above

D. Individual Village

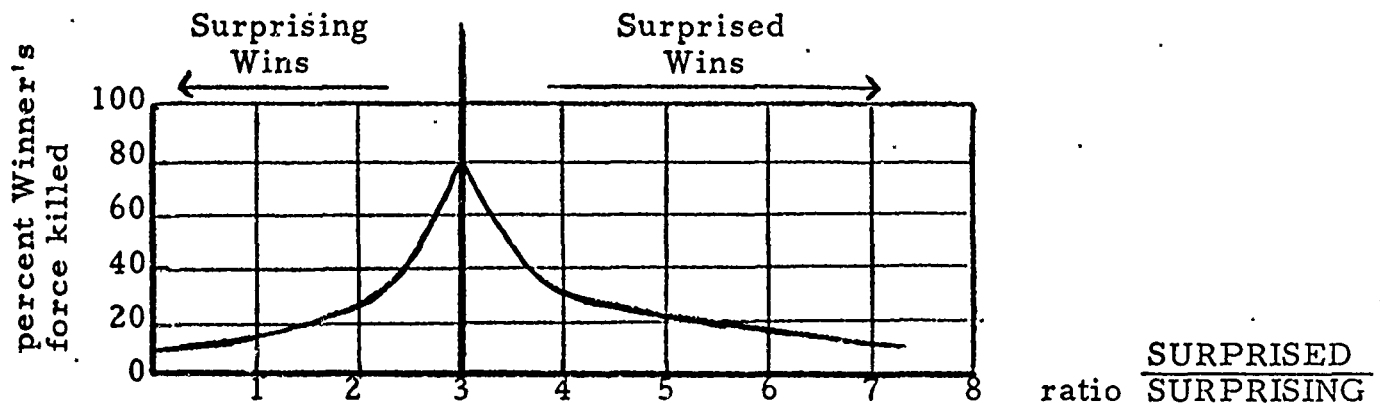
1. Loyal to winning belligerent
2. More men than any other village

AGILE/COIN CALCULATION OF CASUALTIES

If only one belligerent has certain knowledge of an impending engagement, it is a case of SURPRISE. If both are equally aware of what is going to occur, it is a NO SURPRISE case. Note that ambush will normally result in the entering force being surprised, while the force in ambush does the surprising. However, the position may be reversed, if, for example, the entering force has detailed knowledge of the ambush, but the ambushing force does not know it has been betrayed.

SURPRISE CASE

1. Find ratio of SURPRISED force to SURPRISING force.
2. Enter ratio on horizontal axis of chart:



Read off percent of Winner's force killed on vertical axis, and multiply by size of Winner's force to find number of Winner's casualties.

3. Loser's casualties are always 80% of force committed.
4. To find number of villagers killed by crossfire, divide the total number of men firing by 5, and multiply the result by the percent of Winner's force killed (as indicated by the chart).
5. Collect chips for casualties, and return survivors to belligerents.

NO SURPRISE CASE

1. Larger force wins. If forces are exactly equal, both lose 80% of forces committed.
2. Number of Winner's force killed is given in accompanying table. Find size of Winner's (larger) force on left margin, and Loser's (smaller) force on top margin. Winner's casualties can be read off where the row and column intersect.
3. Number of Loser's force killed is always 80% of force committed.
4. Number of villagers killed by crossfire is found by dividing total number of men firing by 5.
5. Collect chips for casualties, and return survivors to belligerents.

AGILE/COIN GAME: CASUALTY CALCULATION

No-Surprise: Number of Winner (Larger) Force Killed

		Size of Smaller Force Committed →																						
		1	2	3	4	5	6	7	8	9	10	12	14	16	18	20	22	24	26	28	30	35	40	
Size of Larger Force Committed ←	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	3	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	4	0	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	5	0	1	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	6	0	1	1	2	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	7	0	0	1	2	3	4	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	8	0	0	1	2	2	4	5	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	9	0	0	1	1	2	3	4	6	7	0	0	0	0	0	0	0	0	0	0	0	0	0	
	10	0	0	1	1	2	3	4	5	6	8	0	0	0	0	0	0	0	0	0	0	0	0	
	12	0	0	1	1	2	2	3	4	5	7	10	0	0	0	0	0	0	0	0	0	0	0	
	14	0	0	1	1	1	2	3	4	5	6	8	11	0	0	0	0	0	0	0	0	0	0	
	16	0	0	0	1	1	2	2	3	4	5	7	10	13	0	0	0	0	0	0	0	0	0	
	18	0	0	0	1	1	2	2	3	4	4	6	9	11	14	0	0	0	0	0	0	0	0	
	20	0	0	0	1	1	1	2	3	3	4	6	8	10	13	16	0	0	0	0	0	0	0	
	22	0	0	0	1	1	1	2	2	3	4	5	7	9	12	15	18	0	0	0	0	0	0	
	24	0	0	0	1	1	1	2	2	3	3	5	7	9	11	13	16	19	0	0	0	0	0	
	26	0	0	0	0	1	1	2	2	2	3	4	6	8	10	12	15	18	21	0	0	0	0	
	28	0	0	0	0	1	1	1	1	2	2	3	4	6	7	9	11	14	16	19	22	0	0	
	30	0	0	0	0	1	1	1	1	2	2	3	4	5	7	9	11	13	15	18	21	24	0	
	35	0	0	0	0	1	1	1	1	1	2	2	3	4	6	7	9	11	13	15	18	21	28	0
	40	0	0	0	0	0	1	1	1	2	2	3	4	5	6	8	10	12	14	16	18	24	32	0
45	0	0	0	0	0	1	1	1	1	2	3	3	5	6	7	9	10	12	14	16	22	28	0	
50	0	0	0	0	0	1	1	1	1	2	2	3	4	5	6	8	9	11	13	14	20	26	0	
55	0	0	0	0	0	1	1	1	1	1	2	3	4	5	6	7	8	10	11	13	18	23	0	
60	0	0	0	0	0	0	1	1	1	1	2	3	3	4	5	6	8	9	10	12	16	21	0	
65	0	0	0	0	0	0	1	1	1	1	2	2	3	4	5	6	7	8	10	11	15	20	0	
70	0	0	0	0	0	0	1	1	1	1	2	2	3	4	5	6	7	8	9	10	14	18	0	
75	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	5	6	7	8	10	13	17	0	
80	0	0	0	0	0	0	0	1	1	1	1	2	3	3	4	5	6	7	8	9	12	16	0	
85	0	0	0	0	0	0	0	1	1	1	1	2	2	3	4	5	5	6	7	8	12	15	0	
90	0	0	0	0	0	0	0	1	1	1	1	2	2	3	4	4	5	6	7	8	11	14	0	
95	0	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	5	6	7	8	10	13	0	
100	0	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	5	5	6	7	10	13	0	
110	0	0	0	0	0	0	0	0	1	1	1	1	2	2	3	4	4	5	6	7	9	12	0	
120	0	0	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	5	5	6	8	11	0	
130	0	0	0	0	0	0	0	0	0	1	1	1	2	2	2	3	4	4	5	6	8	10	0	
140	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	4	5	7	9	0	
150	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	3	3	4	4	5	7	9	0	
160	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	3	3	4	6	8	0	
170	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	3	3	4	6	8	0	
180	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	3	3	4	5	7	0	
190	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	3	3	4	5	7	0	
200	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	3	3	4	5	6	0	

Number of Loser (Smaller) Force Killed Is
Always 80 Percent of Force Committed

No-Suprise: Number of Winner (Larger) Force Killed

		Size of Smaller Force Committed →															
		45	50	55	60	65	70	75	80	85	90	95	100	110	120	130	140
Size of Larger Force Committed ←	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
45	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
50	32	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
55	29	36	44	0	0	0	0	0	0	0	0	0	0	0	0	0	
60	27	33	40	48	0	0	0	0	0	0	0	0	0	0	0	0	
65	25	31	37	44	52	0	0	0	0	0	0	0	0	0	0	0	
70	23	29	35	41	48	56	0	0	0	0	0	0	0	0	0	0	
75	22	27	32	38	45	52	60	0	0	0	0	0	0	0	0	0	
80	20	25	30	36	42	49	56	64	0	0	0	0	0	0	0	0	
85	19	24	28	34	40	46	53	60	68	0	0	0	0	0	0	0	
90	18	22	27	32	38	44	50	57	64	72	0	0	0	0	0	0	
95	17	21	25	30	36	41	47	54	61	68	76	0	0	0	0	0	
100	16	20	24	29	34	39	45	51	58	65	72	80	0	0	0	0	
110	15	18	22	26	31	36	41	47	53	59	66	73	88	0	0	0	
120	13	17	20	24	28	33	37	43	48	54	60	67	81	96	0	0	
130	12	15	19	22	26	30	35	39	44	50	56	62	74	89	104	0	
140	12	14	17	21	24	28	32	37	41	46	52	57	69	82	97	112	
150	11	13	16	19	23	26	30	34	39	43	48	53	65	77	90	105	
160	10	12	15	18	21	24	28	32	36	40	45	50	60	72	84	98	
170	10	12	14	17	20	23	26	30	34	38	42	47	57	68	80	92	
180	9	11	13	16	19	22	25	28	32	36	40	44	54	64	75	87	
190	9	11	13	15	18	21	24	27	30	34	38	42	51	61	71	83	
200	8	10	12	14	17	20	22	26	29	32	36	40	48	58	68	78	

Number of Loser (Smaller) Force Killed is
Always 80 Percent of Force Committed

AGILE COIN GAME

CRITIQUE

1. What role did you play in the game?
2. What aspect did you find most realistic?
3. What aspect did you find most un-realistic?
4. What was your best move?
5. What was your worst error?
6. What would have been your best strategy?
7. Did you become deeply involved in the action?
8. Do you think the game was too short, about right, or too long? (circle one)
9. Do you think the game was too complex, about right, or too simple? (circle one)
10. Do you think the teams had too few, about the right number, or too many players? (circle one)
11. How many times should a soldier play the game to exhaust its training possibilities? Once? Three times? Ten times? Thirty times? (circle one)
12. What did you find most confusing about the game?
13. Who would learn most from playing this game?
14. What could be learned from observing many plays of the game?
15. How does the game compare with other training techniques?
16. How does the game compare with other research techniques?
17. Please write any suggested improvements on back of sheet.
Thank you.

Name

Telephone No.

AGILE-COIN GAME

Some suggestions for the players derived from game critiques.

GOVERNMENT

Build up security in a few key villages and couple this with aggressive acts in the others.

Punish quickly those villages which are changing loyalty toward the insurgents.

Aggressive action pays off.

Record a plan of attack and communicate this to the villages.

Use the villages as information sources by asking questions about insurgent policies, and maintain a record of administration losses.

Play on motive of payoff to villager. Villager can have no losses of people, but if on losing side, he still loses.

Impress equally to provide a large mobile force to maintain loyalty.

Avoid role playing--it wastes time and bores villagers.

Communicate your plan and other information (true or false) that will win village loyalty.

Ask about number of villagers and administrator, insurgent visits, neighboring villages.

Avoid the trap of trying too hard in the early stages instead of planning a long range strategy, and developing information channels. Don't get into a position of hoping the insurgents will run into an ambush rather than taking positive measures to punish villages that warn of ambushes.

GENERAL

To a large extent the dynamics of the game are determined by the Insurgents' general strategy. Government will usually wind up in trouble unless it correctly perceives the nature of Insurgent's strategy and counters that strategy directly.

AGILE-COIN GAME

Some suggestions for the players derived from game critiques.

INSURGENT

Send one man into each village from time to time on scouting -- if government ambush is present, you will learn of it at low cost.

Information is all important. Try to establish an information center by rewarding and punishing villages.

Determine whether intelligence is accurate or not by testing.

Act only with careful judgment, but then be decisive.

Appeal to a group of villages for their loyalty and a significant number of men, and pledge their return (force villagers into collusion so that they cannot act independently without causing confusion and distrust).

GENERAL

To a large extent the dynamics of the game are determined by the Government's general strategy. Insurgents will usually wind up in trouble unless they correctly perceive the nature of Government's strategy and counter that strategy directly.

AGILE-COIN GAME

Some suggestions for the players derived from game critiques.

VILLAGES

Avoid being drawn into forcing a win at great sacrifice.

Remember that a dead administrator allows freedom in loyalty position, but such freedom may require lying to government.

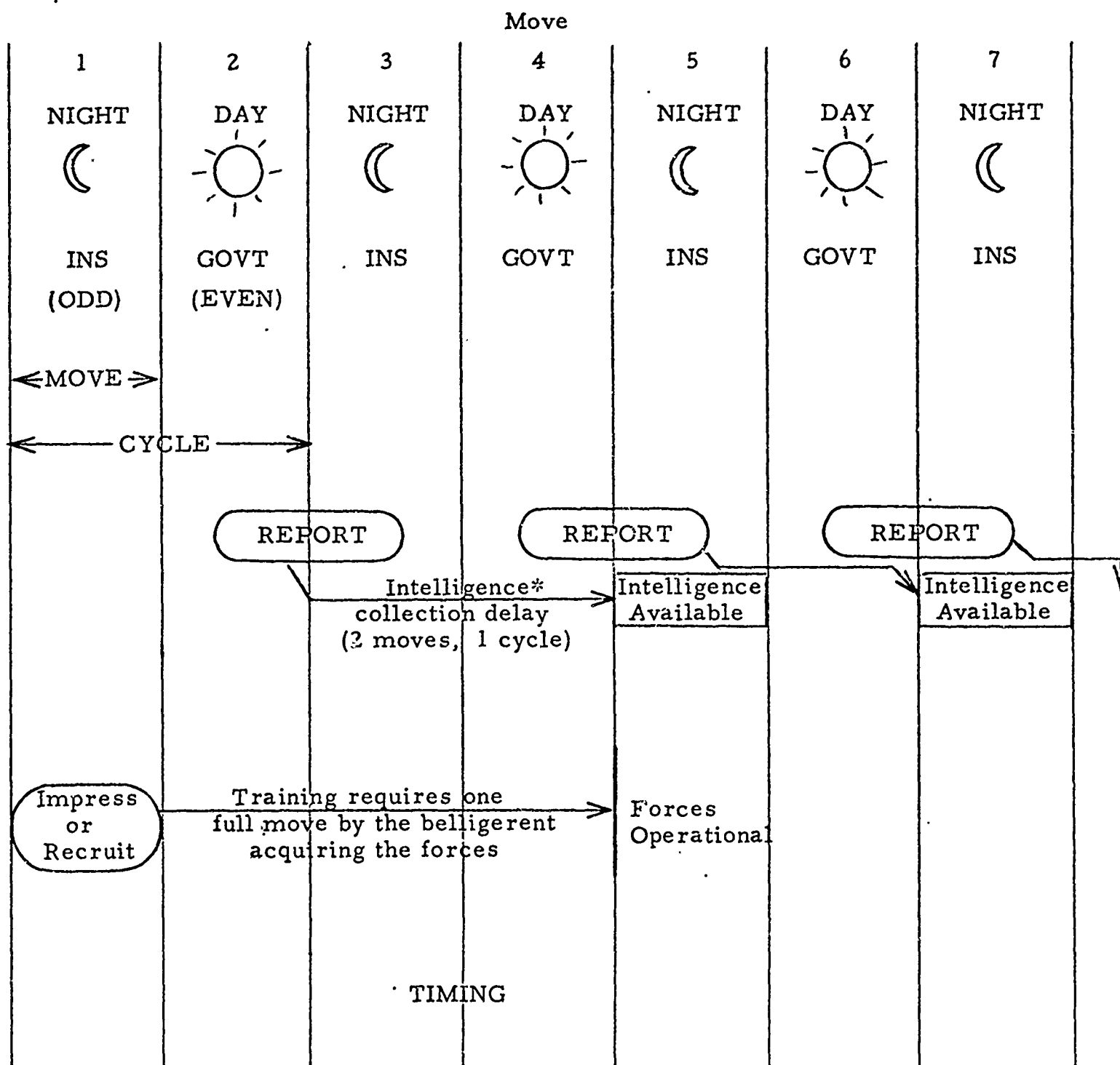
Test both sides' willingness to act, impress, etc., by false (made up) information.

When government plays a passive strategy, village can take a high risk position in helping insurgents.

Prepare notes to both sides ahead of time to speed up communication. Notes prevent eavesdropping.

Be careful to space information about other villages so that betrayal won't be so obvious.

Avoid having troops left in ambush and avoid impressment without reward. It is hard to get the troops out once they are positioned.



* Intelligence (chief's assessment of village loyalty and population) available to Government if Administrator present--otherwise not.